Wisconsin Child Welfare Workload Study

Final Report

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Submitted to:
State of Wisconsin
Department of Children and Families
201 East Washington Ave.
Madison, WI 53703

Submitted by:
ICF Incorporated, LLC
9300 Lee Highway
Fairfax, VA 22031

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Executive Summary

This study's overarching goal was to review work activity for Child Welfare (CW) Professionals and supervisory CW Professionals within the Department of Children and Families (DCF) to allow Wisconsin to make informed decisions on work distribution and staff allocation. There were seven objectives that made up this goal. These were as follows:

Objective 1 – Selecting a Sample of Local Child Welfare Agencies and CW Professionals

Objective 2 – Conducting Local Outreach with Child Welfare Agencies

Objective 3 – Data Gathering in Preparation for Time Study

Objective 4 – Conducting the Time Study

Objective 5 – Determining Existing Workloads and Caseloads

Objective 6 – Determining Suggested Workload and Caseload Standards and Staff Needs

Objective 7 – Developing Suggested Operational Efficiencies

To achieve these objectives, our approach utilized a time data collection, subject matter expert judgments from within DCF, existing family data, and recorded actual family-related and non-family related time spent on child protective services. Further, our team conducted additional research on national and state standards for child welfare service delivery and other efforts to examine work processes and service delivery best practices. This research provided a foundation for comparing the results of the Wisconsin time study to other states, as well as informed the development of suggested operational efficiencies. Our scientific approach, which has been successfully implemented by ICF in health and human services agencies throughout the U.S., provides accurate workload representations.

Summary of Results

Estimated family servicing times, contextual standard caseloads, and staffing translations were derived from data collected during the time study. The table below presents the results of the time study and optimal time workshop analyses of average monthly family servicing times per practice area, in hours and minutes per family, per month. These service times were translated into an estimated contextual standards range (+/- ~10%) of families per month for staff assignment, by Practice Area. Youth Justice Intake and Youth Justice Ongoing estimates have little other benchmarking by which to compare the time study estimates and should be interpreted with caution.

Time Study and Optimal Monthly Family Servicing Time Estimates Related to Monthly Families Serviced by Practice Area

Source	Access	Initial Assessment	Recruiting/ Licensing/ Kinship	Ongoing Services	Youth Justice Intake	Youth Justice Ongoing

Time Study	2:28	7:32	5:41	11:12	6:21	7:23
Time Study Families per Month	43-52	14-17	19-23	9-11	17-20	14-17
Optimal Estimates	2:40	15:52	7:42	13:07	6:21	7:40
Optimal Families per Month	39-48	7-8	14-17	8-10	17-20	14-17

These state average family service times from the time study were translated into staffing estimates based on workload. The following table provides the application of these estimates into staffing in the State for each practice area. Overall, the model projected current staffing of 1,831 staff, within approximately 6% of actual child welfare staffing levels (total CPS family manager staffing of 1,732 staff) using March 2020 family service time estimates. Comparisons of staffing levels by Practice Area were not possible given the data available at the local agency level regarding staff assignments by Practice Area.

Family Related Child Welfare Professional Hours Per Month	Access	Initial Assessment	Recruiting/ Licensing/ Kinship	Ongoing Services	Youth Justice Intake	Youth Justice Ongoing
Total Families	5,912	5,651	7,431	6,266	2,127	4,199[1]
Family Related Time	14,571	42,593	42,291	70,193	13,519	30,994
Time Study Estimated Casework Staffing FTE	124.6	364.1	361.5	600.0	115.6	265.0

The following table presents the results of the analysis of CW professional and supervisor staffing estimates based on child welfare workload and a comparison with staffing as of March 2020, at the Region level throughout the State.

[1] Estimated families in Youth Justice Intake and Ongoing services are likely to be inaccurate as reporting reliability is still underway.

Region	Estimated CW Professional Workload (Monthly hours)	Estimated CW Professional Staffing	CW Professional Staffing (March 2020)	Estimated Supervisory Staffing Requirement (March 2020)	Supervisory Staffing (March 2020)
Milwaukee	48,053	410.8	355.3	86.6	76
Northeastern	47,276	404.1	336.5	85.2	91
Northern	23,124	197.7	156.0	41.7	42
Southeastern	30,541	261.1	228.0	55	51
Southern	32,903	322.8	281.3	59.3	73
Western	32,265	275.8	234.2	58.1	52
Total	**214,162**	**1,831**	**1,732**	**386**	**386**

Additionally, the following table presents the results of the analysis of CW professional and supervisor staffing estimates based on child welfare workload and a comparison with staffing as of March 2020, based on a categorization of counties as small, medium, large, and extra large as determine by the number of children under 18 in the county, as of 2019.

County Size	Estimated CW Professional Workload (Monthly hours)	Estimated CW Professional Staffing	CW Professional Staffing (March 2020)	Estimated Supervisory Staffing Requirement (March 2020)	Supervisory Staffing (March 2020)
Small	20,028	171.2	164.9	56	36
Medium	40,391	345.3	320.4	77	73
Large	45,185	386.3	383.4	75	81
Extra Large	108,558	928.0	863.1	178	196
Total	**214,162**	**1,831**	**1,732**	**386**	**386**

These results were also compiled into a Wisconsin Workload and Staffing Tool (in Microsoft Excel) that can be used to store staffing and family/case data, as well as the estimated staffing requirement based on monthly workload. The Tool uses the average family service time from the time study to provide the relationship between caseload, workload and staffing levels. This Tool can be used to examine caseload and workload over time, supervisors to CW Professional ratios, and how changes in family service provision may affect staffing level estimates.

Multiple factors affect child protective service outcomes and requirements. These include the number of CW Professionals, the policies that impact program implementation, and the efficiency of work processes. While hiring CW Professionals is often a solution used to address workload issues, another solution is identifying ways to more efficiently operate programs and manage resources. The operational efficiencies and best practices described in the final chapter of the report were derived from the information gathering during interviews and focus groups with CW Professionals across the State. This report proposes specific operational efficiencies to be considered for implementation in the following key areas: Processes and Procedures, Training, Technology, Resources, and CW Professionals Shortages and Employee Turnover.

Among the recommendations identified by category were:

Work Experience

- Keeping CW Professionals engaged and satisfied with their work is a key element to employee retention. Retaining employees is one of the most effective means to maintain service delivery efficiency as turnover causes disruptions in delivery, the need for CW Professionals replacement, training, and other unnecessary byproducts of CW Professional loss.

Process Improvements

- Respondents requested more automation, and quicker and more efficient ways to complete family notes and necessary paperwork.
- DCF may want to review the core processes, procedures, and policies within the Department to determine if additional standardization would benefit CW Professionals as a whole.
- DCF and individual agencies should also consider more clearly communicating policy updates and changes with all CW Professionals, including why the change is occurring, how it will impact CPS work, and any other impacts to CW Professionals.
- DCF should review the forms, reports, and other service requirements currently in use to determine if they are still needed or could be eliminated.
- A common knowledge management or Policy and Procedures system should be set up and maintained to provide greater access to, understanding of, and standardization of critical Child Welfare and Youth Justice services.
- Explore utilizing predictive analytics to standardize processes and procedures by using data to identify the potential outcomes of a family to make decisions.

Training

- Enforce required new CW Professional training and monitor continued training requirements.
- First, identify competencies required for CW jobs and the relevant knowledge, skills, and abilities (KSAs) that CW Professionals need to be effective. Next, build and deliver a training system that is grounded in adult learning theories and supports progressive training for both new and experienced CW Professionals.
- Encourage opportunities for formal and informal training.
- As part of the Child Welfare Knowledge Management system, work with the agencies to develop best practices or model templates for standard documents, such as the permanency plans, court reports, referrals, and other common forms.
- Refamiliarize CW Professionals with eWISACWIS documentation standards, which identify the specific data fields that must be completed, define their intent, and describe how data should be entered.

- Increase focus on effective supervision for CW Professionals, and ensure supervisors receive quality support and training.

Technology

- Seek to improve data quality in eWiSACWIS through reducing redundancy or inefficient data entry.
- Explore implementing technologies such as voice transcription to allow CW Professionals to document notes while out in the field.

Resources and Services

- If virtual work from home continues to be a viable option following the COVID-19 pandemic, agencies should continue to provide CW Professionals with the appropriate tools and resources to work from home.
- If continued telework is allowed, agencies may want to establish telework policies and procedures to ensure it is implemented equitably across the state and CW Professionals are working effectively virtually.
- Continue to assess workload related to documentation, communication, and other tasks that can be made more efficient through technological resources.

CW Professionals Shortages and Employee Turnover

- Explore the feasibility of using volunteers (once certified or licensed) to provide transportation services.
- Implement rigorous recruitment and retention of foster parents, including working with private agencies where feasible.
- Due to the stress related to the trauma CW Professionals experience and are exposed to on the job, DCF and individual agencies should focus on building a resilient workforce culture that helps CW Professionals manage stressful situations and recover.
- Larger agencies should continue to support the use of specialists but maintain awareness of possible CW Professionals departures or shortages, and to the extent possible, plan precautions to ensure the proper mix of CW Professionals to caseloads.
- Proactively share the positive impact that CW Professionals have on children and families to attract and retain qualified professionals in the industry.

Community Outreach and Education

- Respond to media reports with educational press releases and explanations.
- Work with the media to share positive news stories and hold press conferences about CW initiatives.
- Continue to monitor other States and their efforts to improve community outreach and education through social media, creative advertising methods and virtual events.
- Utilize social media platforms (e.g., Facebook, YouTube, Twitter) to connect with the community and related organizations and advertise community programs and events.

Chapter 1: Overview of Wisconsin Child Welfare Workload Study

The overarching goal of this study was to review work activity for a sample of CW Professionals to allow Wisconsin to make informed decisions about work distribution and CW Professionals allocation and recommend manageable workloads for CW employees. The objectives completed as a part of the workload study that contributed to this goal included:

Objective 1 – Selecting a Sample of Local Child Welfare Agencies and CW Professionals. Sampling of Child Welfare agencies and their CW Professionals was necessary to identify a representative sample of participants from across the state for initial interviews and participation in the time data collection portion of the study and to review the results of the time study for further workload and caseload modeling.

Objective 2 – Local Outreach. Local outreach was conducted to ensure Child Welfare agencies were aware of the study, its goals, and the process involved in completing the workload study. An Oversight Committee was formed consisting of representatives from all regions across the state. Regular communications were also provided to gauge agencies' interest in participating in various phases of the study.

Objective 3 – Data Gathering. Six practice areas were established: Access, Initial Assessment, Ongoing Services, Youth Justice Intake, Youth Justice Ongoing, and Recruitment/Kinship/Licensing. Data gathering in advance of the actual time study was conducted to review the total number of families by practice area and the staffing levels by position across all state agencies. Data gathering occurred throughout all of these objectives to further inform the sampling, outreach and workload and caseload modeling.

Objective 4 – Time Study. The Time Study consisted of multiple steps to document the specific activities that CW Professionals perform when delivering services, collect time data from a sample of CW Professionals and their supervisors when delivering these services, and to merge these data with existing eWISACWIS caseload data.

Objective 5 – Determination of Existing Workload and Caseload. This objective consisted of the extensive analysis of the time study data to determine the average family time to service families across the six practice areas and to estimate the effects of family complexity factors (e.g., Substance Abuse, Mental Health issues) on average family servicing time.

Objective 6 – Determination of Suggested Workload and Caseload Standards and CPS Professional's Needs. Following the average family time per practice area analyses in the previous objective, a statewide workload and caseload model was developed. This model was then used to project staffing levels across all local child welfare agencies based on the March 2020 caseloads. This model was developed in the form of a Microsoft Excel Workbook that serves as a Workload and Staffing Tool to allow WI and any individual Agency to project staffing requirements based on changing monthly caseloads within each practice area.

Objective 7 – Operational Efficiencies. The purpose of this objective was to provide valuable suggestions for how WI and its agencies can continue to improve on the delivery of CW services based on operational efficiencies and best practices collected throughout out the study.

It includes recommendations based on data collected from CW Professionals and Supervisors regarding areas where operational and process improvements can be implemented.

This report fully describes the project methodology and all associated phases and tasks of the time study and subsequent development of the staffing model. In addition, this report incorporates recommendations for improving CW Professionals allocation, reporting, continuing to gather data to measure the impact of changes in casework practices and requirements, and other means to improve service and tasks delivery, as well as child protective services outcomes. These recommendations were based in part on input from CW Professionals and leadership in agencies across the State.

Chapter 2: Selecting a Sample of Local Child Welfare Agencies and CW Professionals

This chapter presents the process for selecting a representative sample of participating agencies for initial interviews and focus groups conducted with CW Professionals and supervisors, as well as how agencies were selected for participation in the time study data collection.

To begin this process, we collected information about all potential participating agencies that included county population, number of CW Professionals, number of child welfare families, and other geographical and related data including their region and annual budget. Some of this information was presented during the proposal phase of the project and additional data was collected after contract award. This information was used to develop a sampling plan, provided in Appendix A, which describes data elements taken into consideration when selecting local child welfare agencies for participation in interviews and focus groups and the final list of proposed agencies, by region. This sampling plan also helped to inform a subsequent sampling for the time study data collection.

2.1 Workload Study Oversight Committee

As part of the initial project outreach, an Oversight Committee was assembled to advise DCF on the Workload Study as well as issues relating to caseloads and workloads that may arise during planning discussions. In addition to DCF CW Professionals, the Oversight Committee consisted of the participants listed in Exhibit 2-1.

Exhibit 2-1: Oversight Committee Participants.

Name	Title	Agency
Vicki Tylka	Director	Marathon
Sue Sleezer	Director	Green Lake
Lisa Roberts	Supervisor	Waukesha
Jason Witt	Director or Human Services	La Crosse
Julie Ahnen	Manager	Dane
Sarah Reese-Socha	Director	Price
Sue Zuber	Foster Care Supervisor	Fond du Lac
Kris Korpela	Director	Dunn
Kerry Milke	Youth and Family Manager	Racine
Bridget Chybowski	Program Evaluation Manager	DMCPS
Megan Paschke	Program Manager	Children’s
Amber Dobson	Program Manager	SaintA
Nadine Sherman	Initial Assessment Supervisor	DMCPS (IA Supervisor)

The Oversight Committee provided recommendations throughout the project, starting with the Time Study Entrance Conference/Kickoff Meeting held on August 13, 2019. Additional meetings were conducted with the committee to help with participant sampling, review the progress of the data collection and analysis, and to assist in interpreting the results following the determination of suggested workload and caseload standards and CW Professionals needs (Objective 6), as described below. Committee meetings were held periodically throughout the project.

2.2 Agency Sampling

The initial sample of Agencies identified to participate in interviews and focus groups was finalized with the Oversight Committee. Interviews and focus groups were conducted from November to December 2019, both in-person and virtually. The final sample of agencies that participated in interviews and focus groups is provided in Exhibit 2-2. Information gathered during the interviews and focus groups was used to develop the Practice Area and Task Category breakdown used during the time data collection phase.

Exhibit 2-2: Agencies, by Region, Participating in Interviews and Focus Groups.

Region	Agency	Director & Manager Interview	Supervisor Interview	CW Professional Focus Group	Case Aide Focus Group
Northern	**Marathon**	X	X	X	X
	Price	X		X	X
Western	**Eau Claire**			X	X
	Polk	X		X	X
	Pipen	X		X	X
North Eastern	**Sheboygan**	X	X	X	X
	Waushara	X		X	X
Southern	**Lafayette**	X	X		
	Columbia	X	X	X	X
	Dane	X		X	X
South Eastern	**Waukesha**	X	X	X	X
	Kenosha	X	X	X	
	DMCPS	X	X	X	X
	Children's Hospital	X	X	X	X
	Saint A	X	X	X	

Following the completion of the initial interviews and focus groups to develop the Practice Area and Task Categories List, a time study sampling plan (see Appendix B) was developed to provide rationale and recommendations for identifying a sample of agencies to participate in the time data collection. A sampling approach was recommended to ensure that the time study results were representative of the work performed across the State in terms of salient agency distinctions such as county population size, geographic location, and caseloads. The major statistical consideration when determining participating agencies was to establish time standards with realistic confidence intervals for projecting staffing levels. The confidence interval is a boundary placed around a family service time estimate and serves as a proxy of the value for using these standards in staffing estimation. This is important when projecting staffing based upon workload standards and established practice areas and tasks. The variables that affect the confidence interval include the sample size upon which the workload is estimated, the variance in estimates compared to the mean, and the required confidence level of the interval. In short, as sample sizes increase and the variance in the work processing time values decreases, the confidence interval around CW Professionals estimates narrows. Discussions were held with the Oversight Committee regarding sampling suggestions to best ensure representation of agencies throughout the State. The agencies selected for participation in the time study are presented in Exhibit 2-3. Agency participation was voluntary and not all agencies ultimately elected to participate. Exhibit 2-4 provides the final number of CW Professionals, by agency, that participated in the time data collection.

Exhibit 2-3: Sampling of Agencies for Participation in Time Data Collection.

Region	Agency
Northern	Forest, Iron, Marathon, Portage, Sawyer, Vilas, Wood
Western	Burnett, Chippewa, Dunn, Eau Claire Lacrosse, Polk
North Eastern	Brown, Door, Kewaunee, Manitowoc, Shawano, Winnebago
Southern	Dane, Green, Juneau, Lafayette, Rock
South Eastern	Jefferson, Kenosha, Milwaukee (DMCPS, Saint A, Children’s Hospital), Racine, Waukesha

Exhibit 2-4: Number of CW Professionals Participating in the Time Data Collection, by Agency.

Region	Agency	# of Participants
Northern	Iron	2
	Marathon	37
	Portage	26
	Sawyer	6
	Vilas	7
Western	Burnett	6
	Chippewa	8
	Dunn	19
	Lacrosse	46
North Eastern	Manitowoc	31
Southern	Dane	137
	Juneau	10
	Rock	62
South Eastern	Jefferson	24
	Kenosha	37

Region	Agency	# of Participants
	Milwaukee (Children's Hospital, DMCPS, Saint A)	121
	Waukesha	75
Total Number of Participants		**654**

Following the completion of the time study and initial analysis of the time data, the ICF team worked with the Oversight Committee to identify agencies to participate in the Time Study Data Review Workshops. The sample included agencies that participated in the time study, as well as agencies that had not participated in the time study. Agencies that agreed to participate in the workshops were asked to identify CW Professionals from each practice area who were willing to participate in a workshop session. Due to COVID-19 considerations, the workshops were held virtually in September 2020. Exhibit 2-5 provides the number of CW Professionals from each Agency that participated in the review workshops. Bold font indicates that the agency also participated in the time study.

Exhibit 2-5: Time Study Data Review Workshop Participants.

Region	Agency	# of Participants
Northern	Ashland	2
	Marathon	3
	Price	5
	Vilas	3
Western	**Burnett**	3
	Dunn	5
	La Crosse	2
	Polk	5
	Rusk	5
North Eastern	**Manitowoc**	3
Southern	**Dane**	5
South Eastern	**Jefferson**	5
	Kenosha	4
	Milwaukee (Children's Hospital, DMCPS)	5
	Waukesha	6
Total Number of Participants		**61**

Chapter 3: Local Communication and Outreach

In collaboration with the Oversight Committee, the DCF Project Team and ICF developed a communications plan and associated communications that were used throughout the project to facilitate communications and engagement from the agencies in participating in the various project tasks. In addition, ICF created a study-specific e-mail address (WisconsinWorkloadStudy@icf.com) that was used for communications throughout the project. The communications included the following e-mails, all of which can be found in Appendix C.

- **Workload Study Announcement to Local Agency Directors:** Provided background information to Agency Directors about the Workload Study, the goals of the study, a timeline, and representation in overseeing and planning for the study. This e-mail was distributed on August 26, 2019.
- **Webinar Session Introduction:** Introduced the series of webinars for Agency Directors to receive an introduction to the study, description of each phase, and explanation of what each Agency's voluntary involvement in the study entailed. This e-mail was distributed on September 23, 2019.
- **Webinar Session Invitations:** Invitation for Agency Directors to attend one of the webinar sessions described above. This e-mail was distributed on September 24, 2019, and the webinar sessions were held on October 1, October 3, and October 7, 2019.
- **Webinar Session Reminder:** Reminded Agency Directors to attend one of the webinars described above. These e-mails were distributed the day before each of the webinar sessions on September 30, October 2, and October 6, 2019.
- **Agency Director Survey:** Survey for Agency Directors to gauge their interest in participating in each phase of the data collection (i.e., Interviews with Agency Director and Supervisor, Focus Groups with CW Professionals and Case Aides/Administrative staff, Time Study Data Collection, Time Study Data Review Workshop). Information was also collected regarding number of CW Professionals, supervisors, case aides, and administrative staff in the Agency (see Appendix D).
- **Interview and Focus Groups Request:** Requested Agency Directors and Supervisors to participate in a 60-minute phone interview to obtain their view of the workload in their agencies, as well as special initiatives they implemented that may affect the workload, and 90-minute focus groups with CW Professionals and Case Aides/Administrative staff to obtain input about their work, view of the workload in their agencies, and challenges that impact them in their job. These e-mails were distributed between November 18 and 21, 2019. The protocols associated with the interviews and focus groups can be found in Appendix E. In all, 22 interviews and 22 focus groups were conducted between November 22 and December 19, 2019.
- **Time Study Participation Request to Leadership:** Requested Agency participation in a time study to help capture the amount of time CW Professionals spend on various practice areas, tasks, and other work and non-work activities that are required to comply with law, policy, and regulations and to provide critical client outcomes across the state of Wisconsin. This e-mail was distributed on February 6, 2020.
- **Time Study Participation Request from Leadership to CW Professionals:** Agencies that agreed to participate in the time study were provided with draft email language to

tailor and distribute to their CW Professionals, informing them of the upcoming time study.

- **Time Study Training Session Invitation:** Invitation to attend a virtual training session for completing the time study described above. These e-mails were distributed between February 18 and 21, 2020. Five total training sessions were held on:

Training Session Date	Time
Tuesday, February 25th	9 – 10 AM CST
Tuesday, February 25th	1 – 2 PM CST
Wednesday, February 26th	1 – 2 PM CST
Thursday, February 27th	10 – 11 AM CST
Thursday, February 27th	3 – 4 PM CST

- **Time Study Kick-Off:** A reminder that the time study was beginning, which included the time study data collector tool and associated supporting materials to use to complete the time study. This e-mail was distributed on February 28, 2020, and the time study was conducted from March 1 to 13, 2020.
- **Time Study Check-In:** Reminders after week one and week two of the time study for participants to submit their time data collector tool. These e-mails were distributed on March 5 and 12, 2020.
- **Data Review Workshop Agency Participation Request:** Request for agencies to participate in workshops to validate the time study workload and caseload results and provide feedback on the optimal allocation of time across practice areas. Agency leaders were asked to identify the names of four to five CW Professionals who would be willing to participate in a workshop. This e-mail was distributed between August 13 and 21, 2020.
- **Data Review Workshop Individual Participation Request:** Request for individuals identified by their Agency leadership to participate in a 90-minute workshop session. This email was distributed August 24, 2020.
- **Data Review Workshop Meeting Invitation:** Invitation to participate in a data review workshop based on provided availability. A total of nine workshops, each focused on a single practice area, were conducted on:

Workshop Date	Practice Area	Time
September 1st, 2020	Initial Assessment	2-3:30 PM CST
September 3rd, 2020	Initial Assessment	10:30 AM -12 PM CST
September 8th, 2020	Ongoing Services	1-2:30 PM CST
September 9th, 2020	Ongoing Services	9-10:30 AM CST
September 10th, 2020	Youth Justice Intake and Ongoing	1-2:30 PM CST
September 14th, 2020	Youth Justice Intake and Ongoing	9-10:30 AM CST
September 14th, 2020	Recruitment/Licensing/Kinship	1:30-3 PM CST
September 17th, 2020	Access	1:30-3 PM CST
September 18th, 2020	Ongoing Services	10:30 AM -12 PM CST

- **Optimal Time Survey Participation Request to Supervisors:** Request for a sample of Supervisors to agree to have a sample of CW Professionals in their agency participate in an Optimal Time Survey to collect feedback regarding optimal service times in each practice area. This email was distributed on June 11, 2021.

- **Optimal Time Survey Participation Request to CW Professionals:** Request for a sample of CW Professionals to complete the Optimal Time Survey to collect feedback regarding optimal service times. Survey items can be found in Appendix I. This email was distributed on June 15, 2021.
- **Optimal Time Validation Workshop Participation Request:** Request sent to a sample of supervisors to identify up to three CW Professionals to participate in a workshop to review the results of the Optimal Time Survey. This email was distributed on August 2, 2021 and was preceded by an email notification to agency Directors from the Deputy Administrator, Division of Safety and Permanence, on July 29, 2021. A previous request for workshop participants was sent to a sample of supervisors on July 12, 2021 but received limited response.
- **Optimal Time Validation Workshop Meeting Invitation:** Meeting invitations sent to CW Professionals who were referred by their supervisor and signed up to participate in a workshop to review the results of the Optimal Time Survey. Two workshop sign-ups were initially provided for each practice area. Based on available participants in each practice area, a total of 8 workshops were conducted on:

Workshop Date	Practice Area	Time
August 12th, 2021	Ongoing Services	2:00-3:00 PM CST
August 13th, 2021	Initial Assessment	10:00-11:00 AM CST
August 18th, 2021	Recruitment/Licensing/Kinship	3:00-4:00 PM CST
August 19th, 2021	Youth Justice Intake and Youth Justice Ongoing	10:00-11:00 AM CST
August 20th, 2021	Ongoing Services	10:00-11:0 AM CST
August 23rd, 2021	Initial Assessment	2:00-3:00 PM CST
August 25th, 2021	Youth Justice Intake and Youth Justice Ongoing	2:00-3:00 PM CST
August 30th, 2021	Access	2:00-3:00 PM CST

Chapter 4: Data Gathering

4.1 Review of Existing Child Welfare Work Processes, Staffing, and Standards Data

Both qualitative and quantitative data were collected prior to the study and were utilized to inform the development of the staffing model. ICF began this process by collecting and reviewing existing background materials relevant to the study. The purpose of this phase was to more fully understand existing WI child welfare work policies, regulations, casework processes and practices, staffing and workloads, and population.

ICF reviewed and synthesized existing background information from previous similar projects and literature reviews as well as information provided by the State related to CW Professionals and supervisory jobs. The review was focused on gathering information regarding workload and caseload standards, WI child welfare practices, information about the different stages of families, and how the job may differ across local child welfare agencies. Specifically, ICF collected documentation related to:

- DCF policies and standards
- WI CPS recommended caseload and workload standards for each practice area
- Recommendations from WCHSA's (Wisconsin County Human Service Association) CPS Caseload Study Committee regarding the factors contributing to the status of the WI child welfare system
- Current caseloads by county and region
- Statewide resources available for WI child welfare staffing[2]
- CW Professionals organization, staffing levels, map of regions, and other information pertinent to staffing and workload allocation
- Management and assignment of workloads and caseloads, including associated challenges and other factors impacting workloads and caseloads
- Work activities and tasks, both family-specific and non-family specific, performed by child welfare CW Professionals in each practice area
- Descriptions of activities related to existing family management data fields, entry, and data management, as well as information from DCF CW Professionals regarding reliability and validity of the data within the system
- Current CW practices, including alternative or pilot study systems of care, and any other innovative or best practices and procedures

This information was complemented with information gathered during interviews and focus groups, as described in the next section.

[2] https://dcf.wisconsin.gov/cwlicensing/resources, https://dcf.wisconsin.gov/cps/process

4.2 Interviews and Focus Groups with Agency Leadership and Child Welfare CW Professionals

As described in Chapter 2, ICF conducted interviews with Agency Directors and supervisors and focus groups with CW Professionals and case aides/administrative staff. These interviews and focus groups informed the development of the time study data collection instrument, as well as the measurement of workload, work practices, and all other aspects under evaluation that could be informed by leadership and CW Professionals. The information gathered informed the Time Data Collector (TDC) Practice Area and Task List that defined and specified the practice areas, task categories, and tasks that were used in the time study. In this way, the individuals doing the work defined the framework for the time study data collection.

Interview and focus group protocols were developed to ensure consistent and comprehensive questions were asked in each of the sessions (see Appendix E). Exhibits 4-1 and 4-2 present a summary of the topics and questions addressed in the interview and focus group protocols.

Exhibit 4-1: Directors and Supervisors Interview Protocol Overview.

Part 1 – Introduction: Participants provided an overview of their current role and how child welfare practice areas are delivered in their agency in comparison to the rest of the state.
Part 2 – Management of Child Welfare Professionals: Participants described how they manage workloads and caseloads of the CW Professionals they supervise and any associated challenges. Participants also shared any agency-specific work activities, pilot programs, or best practices.
Part 3 – Challenges: The facilitator asked the following questions: ▪ What major factors are impacting child welfare casework in Wisconsin? What impact have these factors had? ▪ What are the biggest challenges you face in your agency?
Part 4 – Recommended Improvements: The facilitator asked the following questions: ▪ What solutions would you suggest to help address existing challenges? ▪ What changes would help assist CW Professionals in doing their jobs more effectively or efficiently?
Part 5 – Review and Discussion of Draft Practice Area and Task List: Participants individually reviewed a draft list of family-specific and non-family specific task categories and tasks and discussed any suggested additions or relevant considerations.

Exhibit 4-2: CW Professionals and Case Aides Focus Group Protocol Overview.

Part 1 – Introduction: Participants provided an overview of their current role.
Part 2 – Daily Activities for CW Professionals: Participants described their typical day and variations in caseload and family type.
Part 3 – Workload and Caseload Assignments: Participants described how caseloads and workloads are assigned.
Part 4 – Review Draft Practice Area and Task List: Participants individually reviewed a draft list of family-specific and non-family specific task categories and tasks.

Part 5 – Discussion of Draft Practice Area and Task List: Participants discussed the draft practice area and task list and potential changes needed. Questions included: ▪ How well does the list of practice areas represent all work performed? ▪ How well does the list of task categories and tasks represent all the family-related tasks? ▪ What suggested changes do you have to the list of practice areas or tasks?
Part 6 – Existing Challenges and Potential Solutions: The facilitator asked the following questions: ▪ Would you describe workloads as manageable in your agency? ▪ How does your workload affect the quality of the work and services provided? ▪ What are other common challenges you face when providing services or completing your work on time and to acceptable standards? ▪ What solutions would you suggest to help address existing challenges? ▪ What could be done to make the child welfare family work more efficient?

Following the focus groups, an analysis of the qualitative findings was performed to inform the development of the time data collector instrument as well as the operational efficiency recommendations, presented in a subsequent chapter of this report. This analysis provided detailed information related to the work practice areas and processes of CW Professionals, the variability in work processes and workloads across the local child welfare agencies, and other information to better inform our interpretation of the time study results. In addition, ICF revised the draft lists of practice areas and tasks based upon the focus group findings. The actual language provided by CW Professionals members during focus groups served as the basis for the practice area and task lists used in the time study. This ensured that our time study was designed to reflect how CW Professionals interpret and define the work they perform. The complete Time Data Collector (TDC) Practice Area and Task List is presented in Appendix F, and further described below.

4.3 Categories of Work Activities

To better determine how CW Professionals are spending their time, including the percentage of time recorded for family service Practice Areas on different types of work and leave, ICF distinguished between family-specific, non-family specific, and other time (i.e., leave, break, and on-call time). Family-specific time was designated at the practice area level and defined as any time that had a specific family number, or multiple family numbers, associated with it. Non-family specific time was specified at the task category level and included tasks that were not directly associated with family-specific service, such as non-family specific training and consultation, non-family specific meetings, non-family specific travel, administrative work, and recruitment, licensing and community-related activities. Time recorded as leave, breaks, and on-call time was designated as non-family specific and clearly distinguished from family-specific work time. Distinguishing between family specific and non-family specific time provides additional detail for determining how much time is being allocated to children and families for direct services versus time required for more general family support activities and other administrative aspects of the job. It is also critical to establish the ratio of leave to work time, to better estimate how many work hours to total hours should be used to represent a full-time equivalent (FTE) position.

4.4 Time Study Specifications

Following the completion of the Practice Area and Task List, the time study sampling plan, as described in Chapter 2, was utilized to recruit participants for the time data collection.

In each participating Agency, all employees who work with child welfare or youth justice families (e.g., supervisors, CW Professionals, case aides) that had been on the job for a minimum of six months were asked to participate in the study. This provided direct measurement and estimation of time spent across the representative agencies and allowed for the ability to analyze results at the statewide, region, and agency level.

Chapter 5: Time Study

This phase of the Workload Study involved developing the Time Data Collector instrument (TDC), training CW Professionals on how to properly record their time, and collecting the time study data.

Based upon the findings from the review of materials, interviews, and focus groups, the ICF team developed a TDC instrument which is a Microsoft Excel-based timesheet expressly tailored for DCF. The TDC included an initial Personal Information page intended to be completed once by each participant at the start of the time study (see Exhibit 5-1) and a Time Entry page where participating CW Professionals would enter their daily work activities (see Exhibit 5-2). Work activities were designed to be entered into the TDC according to the practice areas, task categories, and tasks from the finalized Practice Area and Task List. In addition to collecting CW Professionals time, specific family numbers associated with eWISACWIS were also collected for each entry to ensure the time recorded was associated with an identifiable case. Participants were also asked to identify when work was not associated with an eWISACWIS ID (i.e., No case/ Non-family specific) or they were working on more than one family at the same time [e.g., Multiple families (2), Multiple families (3-5)]. The TDC was formatted to minimize any input errors on the part of the participants by limiting out of range responses and requiring confirmation on the part of the participant following each day's entries.

Exhibit 5-1: TDC Personal Information Page.

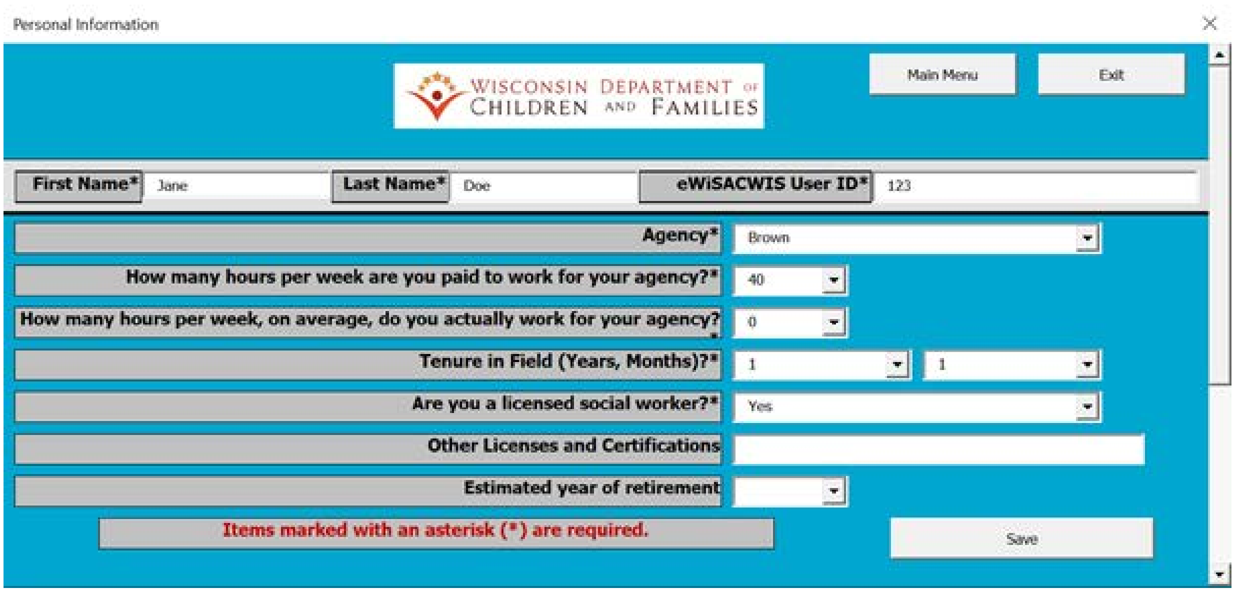
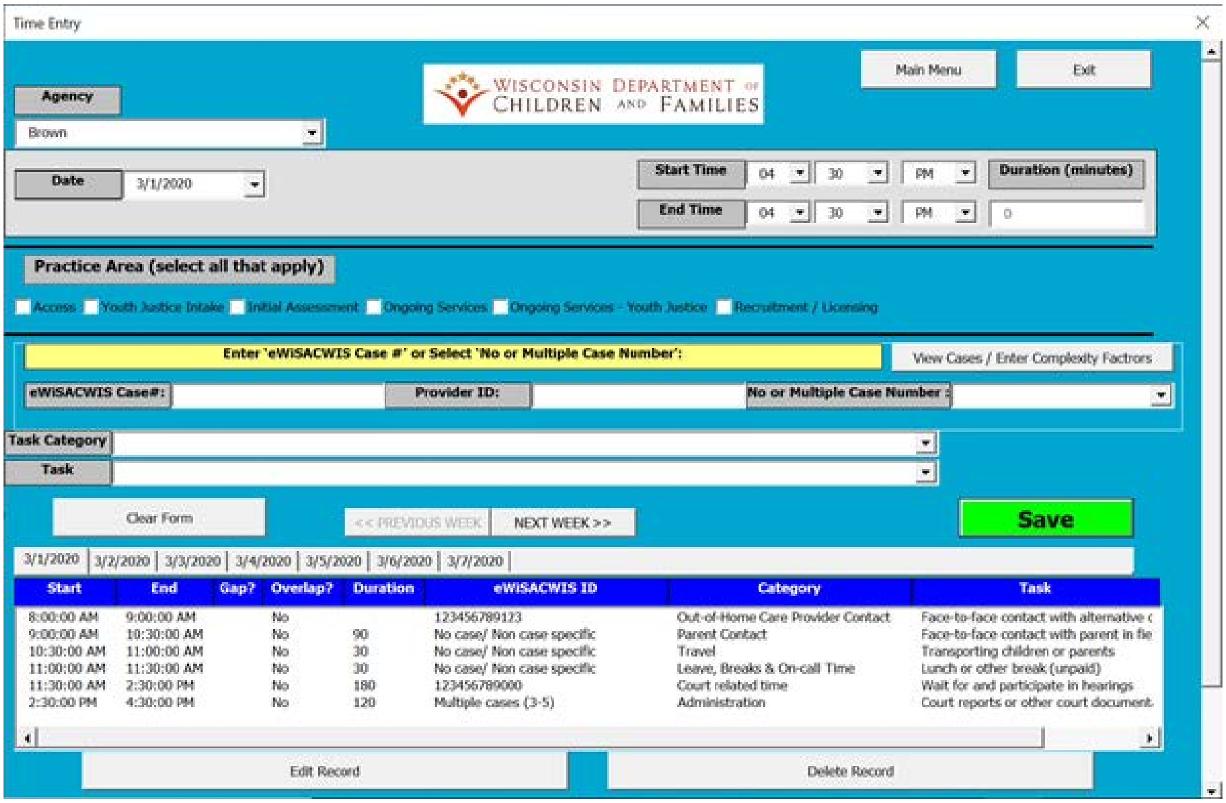


Exhibit 5-2: TDC Time Entry Page.



The TDC instrument was pilot tested by multiple members of the ICF team to ensure accessibility and functionality and to estimate the time required by CW Professionals to accurately input their daily time. Based on the pilot test, minor adjustments were made to the file to improve functionality and it was determined to be a minimum burden to complete. Additionally, CW Professionals were provided with the tool for the training webinars, and any access issues were addressed with the agencies prior to the start of the time study data collection.

5.1 Family Complexity Factors

Data related to the possible family complexity factors present for each family receiving service was also recorded by time study participants. Family complexity factors were defined as factors that may impact the amount of time required to provide service. They are similar to family characteristics and conditions used in Initial Assessment. Time study participants were able select from the following 12 Family Complexity Factors for each family they entered:

1. Presence of domestic violence or intimate partner abuse
2. Presence of language barriers (i.e., translation services needed/required, alternate communication devices necessary)
3. Presence of homelessness or significant housing instability
4. Presence of caregiver alcohol/substance use or misuse
5. Caregiver has physical, cognitive, and/or health related disabilities
6. Caregiver has significant mental health issues

7. One or more of the caregivers are currently incarcerated
8. One or more of the caregivers currently live out of state
9. One or more child(ren)/youth in the family are subject to ICWA
10. One or more of the child(ren)/youth in the family have physical, cognitive, and/or health related disabilities
11. One or more of the child(ren)/youth in the family have significant mental health issues
12. One or more of the child(ren)/youth are placed out of the state

5.2 Time Study Training Process

To make certain all participating CW Professionals were trained on how to record their personal and time data and understood how to submit the forms back to ICF, CW Professionals were provided with training sessions and reference materials, that included the following:

- **Webinars:** ICF CW Professionals facilitated five 1-hour virtual training webinars to present study background and objectives, information about the workload study, explain the process for assigning time based on the Practice Area and Task List, and demonstrate how to use the TDC tool. Prior to the webinars, the training PowerPoint slides, a TDC Desk Reference, and a sample TDC that participants could use for practice were distributed to CW Professionals. During the webinars, participants were also able to ask questions.
- **A PowerPoint Presentation:** A PowerPoint presentation was created that laid out the study background and impetus, provided an overview of instructions to enter data into the TDC tool, directed participants to relevant resources to aid in study completion, and provided other details vital to the data collection process. This presentation was used during the training webinars and provided to CW Professionals as a resource.
- **TDC Desk Reference:** A TDC Desk Reference was distributed to all CW Professionals at the time of the training. The Desk Reference provided an overview of the TDC and specific instructions on how to complete and submit the TDC, frequently asked questions (FAQs) that were anticipated from CW Professionals, a work activity reference that listed and described the practice areas, Task Categories and Tasks contained in the TDC, and a paper version of the TDC that could be used if CW Professionals were unable to access the electronic TDC. This desk reference appears as Appendix G in this report.
- **A Frequently Asked Questions (FAQs) document:** The FAQ document included typical questions study participants might have (e.g., how to access the data collection tool, what different data entry cells mean, how to enter data, how to submit the completed data collection tool). Additional questions received from CW Professionals during the webinars were added to the FAQs, and they were redistributed at the beginning of the time study to all participating CW Professionals.
- **Help Desk Email:** An ICF help desk email address was distributed to all participants. Participants could send an email to this address with questions at any time throughout the duration of the data collection period. The email account was closely monitored by multiple ICF CW Professionals throughout the data collection, and all questions were addressed no later than the next business morning after being submitted.

5.3 Time Study Data Collection

Data collection for the time study began on Sunday, March 1, 2020. For participants not working on Sunday, the first day of data collection was Monday, March 2, 2020. CW Professionals received the Excel TDC workbook via email, and each participant used the file to track their time during the time study. When using the TDC for the first time, CW Professionals participating in the time study were required to first complete the personal information page. This was only required one time, and then they entered daily timekeeping for all work activities as they were performed, or at a time during the day when they had time available. Daily data entry was estimated to take no more than 10 minutes each day to complete. At the end of each week, the employees were instructed to email their completed TDC file for the week back to the ICF help desk email address.

Originally, the data collection was scheduled to run from March 1 through March 31, 2020. This timeframe helped to avoid major holiday conflicts in training schedules or data collection, allowed for a full monthly cycle of activities, and ensured study completion within the project schedule. However, due to COVID-19 considerations the time frame for the study was adjusted and the data collection was curtailed after the second full week of March. The decision to halt the study was based on consideration for participating CW Professionals who were focused on managing an unprecedented situation. Additionally, given the disruption, the data from the last two weeks of March likely would not be representative of a typical work situation. Participant data from the data files submitted during the first two weeks of March was compiled to form the final set of time study data collected from March 1 to March 15, 2020. Despite the shortened time frame, the analysis revealed highly valid results as presented further in section 5.9 and in Exhibit 5-15.

While collecting timekeeping data, ICF concurrently implemented a Quality Assurance (QA) process. The purpose of the QA process was to make certain that the data being recorded by the study participants were consistent and met the expectations for data quality that are necessary for a successful study. The QA process incorporated several predefined data queries (PDQs) and standard reports to be run to allow for the identification of inconsistent or outlying data during the time study. We reviewed the TDCs after the first week of the time study to ensure data were being entered properly. All CW Professionals members who appeared to be entering data improperly were contacted immediately to ensure they knew how to enter data correctly in the future and edit any omissions or errors from the initial data collection.

QA reports also identified study participants who submitted data and how many days and hours of data they submitted. This was a critical report for assessment and management of response rate. Feedback regarding who submitted data and the amount of data entered was provided to a designated person or persons in each Agency. Feedback was also provided on participants who had not submitted data when they were expected to do so. This was a key QA feedback loop that ensured any needed corrective action could occur during the study period.

All data was kept confidential and secure on ICF servers. Individuals did not have access to any other individuals' timekeeping data.

5.4 Analysis of Time Study Data

During this phase of the study, the ICF team analyzed all workload data associated with the two-week time study data collection. Data analysis involved four primary steps, including data preparation, data cleaning and initial sample reporting, data integration, and data analysis.

5.4.1 Data Preparation

To begin the analysis of workload study data, ICF prepared a master data file (MDF) that contained all the fields necessary to analyze the time study data. The MDF contained all the TDC files submitted by participating CW Professionals members during the time data collection period. The MDF was structured so that each row of data was a single time entry from a participant.

New variables were created within the MDF to aid in analyzing the data set (see Exhibit 5-3). The newly created variables included (a) task duration time (in hours and minutes), (b) a unique record ID for each participant, and (c) whether each task was classified as family or non-family specific. For example, task duration time was translated from minutes into hours through a straight translation (i.e., divided minutes by 60 to get hours). This provided the information needed to analyze individual tasks and task category average time per family for the time study review workshops and final staffing model development. The variable created for translating task categories into family and non-family specific allowed for targeted analysis of family-specific data in subsequent portions of the analysis.

Exhibit 5-3: Master Data File Variable List

Profile Variables	Time Entry Variables	Created Variables
▪ CW Professional's first name ▪ CW Professional's last name ▪ eWiSACWIS User ID ▪ Agency ▪ Hours paid per week working for agency ▪ Average hours worked per week ▪ Tenure in field (Years, Months) ▪ Licensed social worker (Y/N) ▪ Other licenses and certifications ▪ Estimated year of retirement	▪ Agency code ▪ Date ▪ Day of the week ▪ Task start time ▪ Task end time ▪ Task duration (minutes) ▪ eWiSACWIS Family #, multiple families, or no case/non-family specific ▪ Practice Area ▪ Task Category ▪ Task	▪ Task duration (hours) ▪ Unique record ID ▪ Category Type (i.e., Family-specific tasks, non-family specific tasks, leave, breaks and on-call) ▪ Supervisory designation (i.e., Supervisor, CW Professional)

5.4.2 Cleaning and Initial Sample Reporting

Once the MDF was created, ICF reviewed the data and performed data cleaning to ensure the records and variables within records were logical and accurate regarding the TDC data entered. ICF provided reports of basic descriptive statistics for various fields to examine the frequencies of responses, examine missing or out of range data, and make determinations on any records or field entries that were to be excluded from the final analyses. After reviewing and cleaning the MDF, ICF determined the final sample results in terms of total valid records, participating CW Professionals, and hours recorded.

5.4.3 Data Integration

We utilized data collected during earlier stages of the project to allow for additional analyses requested by the State, such as analysis by county size and county region. Additional data were also integrated into the MDF including supervisory designation, family characteristics, staffing as of March 2020, CW Professionals data related to percentage of time spent in different functions (e.g., family work, case aide), and monthly and annual caseloads for computing staffing estimates.

5.4.4 Data Analysis

Once the MDF was finalized with the additional data integrated, ICF performed data analysis to answer critical questions regarding workload and the time currently being allocated to perform services and tasks across the various practice areas and task categories, including non-family related work activities. We performed basic descriptive statistics on various fields to examine the frequencies of responses and the mean hours associated with task categories and tasks within practice areas.

Tabular displays were developed to represent how the individual records reflect the relationship between practice areas, task categories, and tasks. Data analysis results are presented in Chapter 6 of this report.

5.5 Time Study Participants and Hours Recorded

A total of 19 local child welfare agencies, including 3 from Milwaukee participated in the time study. Overall, 68.3% of eligible CW Professionals from agencies participating in the study submitted their completed TDCs. This is a relatively strong response rate, considering the impacts of the onset of COVID-19 during the study timeframe, as well as the time of year in which the study was conducted and general office workloads. Exhibit 5-4 presents the number of CW Professionals by status that submitted at least one valid time record during the first two weeks of March 2020, the number of unique families recorded in the TDC, the total number of hours recorded, and the percentage of available hours recorded. To determine the percentage of available hours recorded, ICF established the total paid work hours per week for the sample that was included in the TDC as an item in the Personal Info section of the survey. The total paid hours worked summed to 51,070 hours for the 654 participants.

Exhibit 5-4: Overview of TDC Sample

Supervisory Status	Total Respondents	Total Unique Families*	Total Hours Recorded**	% Recorded of Total Work Hours***

CW Professional	590	4,339	42,578.8	92.6%
Supervisor	64[1]	516	4,642.5	90.9%
Total	**654**	**4,464**	**47,221.2**	**92.4%**

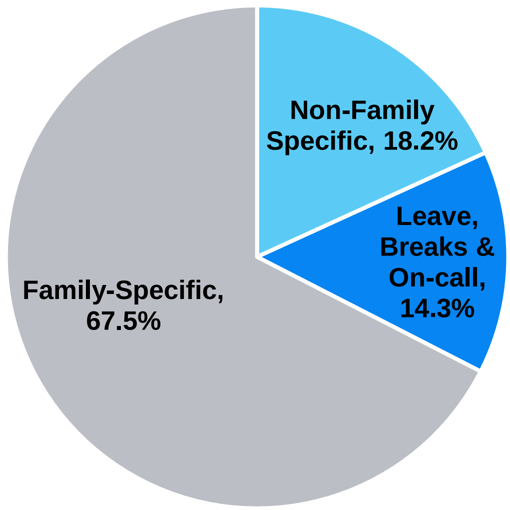
*Unique families within each supervisory designation. Does not include TDC entries with no eWiSACWIS family number provided, or that were indicated as having multiple families.
**Includes all family-specific, non-family specific, and leave, break, and on-call hours associated with a single eWiSACWIS family number, multiple families, or no eWiSACWIS family number.
***Total paid work hours were provided by participants in the personal information section of the TDC.
[1]One supervisor was removed who only recorded hours for family-specific training, consultation, and meetings.

Additional adjustments were made to the data to remove supervisor hours for case-specific training, consultation, and meetings, associated with a single practice area, as described in a later section. A total of 358.7 family-specific hours were removed, for a new total of 46,862.5 hours (i.e., 30,532.4 family-specific hours, 9,464.9 non-family specific hours, and 6,865.2 leave, break and on-call hours).

5.6 Categorization of Recorded Hours

All recorded hours were categorized as either family-specific, non-family specific, or leave, break, and on-call hours, according to the TDC Practice Area and Task List (see Appendix F). Development of the workload and staffing model is focused on family-specific time. However, it is also important to examine the amount of non-family specific work and non-work (e.g., leave, other) time taken, in order to more accurately depict work-related versus non-work related hours and to estimate the most viable number of hours that will comprise a full time equivalent (FTE) position. The percentage of time CW Professionals spend on family-specific work is necessary to incorporate into the staffing model, in order to translate total work hours required based upon family work into actual positions, which include family-specific, non-family specific, and leave, break, and on-call hours (i.e., monthly hours available for family-specific work = total hours worked per month multiplied by the % of time spent on family-specific work). Since the focus of the study was on CW Professionals, the staffing model utilized the percentage breakdown of CW Professional hours only (i.e., participating supervisor hours were excluded). Exhibit 5-5 displays the percentage of hours attributed to family-specific work, non-family specific work, and leave, break, and on-call time for all participating CW Professionals.

Exhibit 5-5: Breakdown of Family-Specific, Non-Family Specific, and Leave, Break, and On-Call time for CW Professionals



5.7 Family-Specific Hours by Practice Area

CW Professionals who participated in the time study indicated the amount of time they spent on families by practice area, task category, and task. Time study analyses were conducted at the practice area level to present findings. Exhibit 5-6 displays the total family-specific hours and the percentage of time spent on each of the practice areas.

Exhibit 5-6: Total Family-Specific Hours and Percentage of Hours for each Practice Area

Practice Area	Total Family Related Hours	% of Overall Family-specific Hours
Access	1,199.3	3.9%
Initial Assessment	5,995.6	19.6%
Ongoing Services	13,903.2	45.5%
Youth Justice Intake	1,887.6	6.2%
Youth Ongoing Services	6,291.8	20.6%
Recruitment/Kinship/Licensing	1,254.9	4.1%
Total	**30,532.4**	**100.0%**

5.8 Analysis of TDC by Practice Area

Tables were created to examine the family-specific hours by task category and task for each of the six practice areas. The purpose of the tables was to analyze both the number of families receiving service for each task and the time spent servicing these families. ICF calculated the number of families receiving service for each practice area task, as well as the total number of families receiving service in the practice area. Similarly, ICF calculated the hours spent on each practice area task and the total hours spent in the practice area.

This information was used to calculate the percent of total families receiving service for each task, the average time spent per family, and the resulting contributed time per family (i.e., percent of total families receiving service * average service time per case). The contributed time for each task was summed to calculate the total contributed time for each task category within the practice area. For a more detailed explanation of how the practice area average time per family tables were developed, see Appendix H.

Following the adjustments described in Appendix H, ICF then produced tables indicating the average amount of time, per family by practice area. Exhibits 5-7 through 5-12 provide the adjusted time study results, for each of the six practice areas at the task category level and showing the total unique families recorded, the percentage of total families recorded by task category and the contributed time to overall average per family for each practice area. It is important to develop the average time per family within each practice area taking into consideration the percentage of families each month receiving casework as well as the average time spent on families by Practice Area. The product of these two variables determines the contributed time per task category. The sum of these values then determines the average time per family, across an entire portfolio of families. In some instances, the percentage of families receiving work for certain task categories (e.g., child contact, parent contact, etc.) may differ from expectation due to casework spanning more than one month). Note, that some rounding occurs in these tables such that the total may not appear to reflect the exact sum of the contributed time.

Exhibit 5-7: Access Practice Area Average Time Per Family Results from Time Study

Access Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	363	74.5%	01:58	1:28
Other Contact	310	63.7%	01:21	0:52
Family-specific Training, Consultation, and Meetings	57	11.7%	00:35	0:04
Parent Contact	20	4.1%	00:34	0:01
Attempted Contact	1	0.2%	05:28	0:01
Child Contact	5	1.0%	00:45	0:01
Placement	1	0.2%	02:52	0:01

Access Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Travel	4	0. 8%	00:18	0:01
Out-of-Home Care Provider Contact	2	0.4%	00:19	0:00
Court related time	0	0.0%	-----	0:00
Total	**487**	**-----**	**-----**	**02:28**

Exhibit 5-8: Initial Assessment Practice Area Average Time Per Family Results from Time Study

Initial Assessment Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	466	58.0%	05:58	03:30
Parent Contact	318	39.6%	02:27	00:58
Child Contact	205	25.5%	03:43	00:57
Family-specific Training, Consultation, and Meetings	180	22.4%	02:47	00:38
Travel	240	29.9%	02:10	00:39
Other Contact	209	26.0%	01:47	00:28
Court related time	30	3.7%	04:24	00:10
Attempted Contact	67	8.3%	00:59	00:05
Out-of-Home Care Provider Contact	32	4.0%	01:33	00:04
Placement	9	1.1%	02:11	00:01
Total	**804**	**-----**	**-----**	**7:32**

Exhibit 5-9. Ongoing Services Practice Area Average Time Per Family Results from Time Study

Ongoing Services Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	657	51.7%	08:33	04:32
Child Contact	389	30.6%	04:11	01:19
Travel	466	36.6%	03:18	01:15
Family-specific Training, Consultation, and Meetings	402	31.6%	03:37	01:10
Parent Contact	490	38.5%	02:36	01:02
Other Contact	379	29.8%	02:32	00:47
Court related time	204	16.0%	04:23	00:43
Out-of-Home Care Provider Contact	244	19.2%	01:36	00:19
Attempted Contact	99	7.8%	00:48	00:04
Placement	19	1.5%	02:53	00:03
Total	**1,272**	**-----**	**-----**	**11:12**

Exhibit 5-10: Youth Justice Intake Practice Area Average Time Per Family Results from Time Study

Youth Justice Intake Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	179	60.1%	05:32	03:20
Child Contact	77	25.8%	02:56	00:46
Court related time	40	13.4%	05:38	00:45
Other Contact	45	15.1%	03:12	00:29
Family-specific Training, Consultation, and Meetings	35	11.7%	03:14	00:23

Youth Justice Intake Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Parent Contact	63	21.1%	01:48	00:23
Travel	30	10.1%	01:59	00:12
Attempted Contact	17	5.7%	00:25	00:01
Placement	3	1.0%	01:08	00:01
Out-of-Home Care Provider Contact	3	1.0%	00:56	00:01
Total	**298**	**-----**	**-----**	**6:21**

Exhibit 5-11: Youth Justice Ongoing Services Practice Area Average Time Per Family Results from Time Study

Youth Justice Ongoing Services Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	405	47.0%	06:01	02:51
Child Contact	362	42.0%	03:14	01:22
Travel	250	29.0%	02:34	00:45
Other Contact	277	32.1%	01:57	00:38
Family-specific Training, Consultation, and Meetings	207	24.0%	02:34	00:37
Parent Contact	308	35.7%	01:32	00:33
Court related time	117	13.6%	02:51	00:23
Out-of-Home Care Provider Contact	46	5.3%	01:41	00:05
Attempted Contact	87	10.1%	00:35	00:04
Placement	15	1.7%	02:33	00:03
Total	**862**	**-----**	**-----**	**7:23**

Exhibit 5-12: Recruitment, Licensing, Kinship Practice Area Average Time Per Family Results from Time Study

Recruitment, Licensing, Kinship Task Categories	Total Unique Families	% of Families Receiving Service	Avg. time per Family (hours:mins)	Contributed Time to Overall Average
Administration	87	39.4%	06:05	02:24
Out-of-Home Care Provider Contact	86	38.9%	03:53	01:31
Family-specific Training, Consultation, and Meetings	40	18.1%	03:09	00:34
Travel	30	13.6%	03:21	00:27
Other Contact	28	12.7%	02:35	00:20
Court related time	7	3.2%	05:17	00:10
Placement	7	3.2%	03:51	00:07
Child Contact	14	6.3%	01:01	00:04
Parent Contact	5	2.3%	01:44	00:02
Attempted Contact	3	1.4%	01:38	00:01
Total	**221**	**-----**	**-----**	**5:41**

5.9 Analysis of Family Complexity Factors

In addition to examining the average time per family by practice area, ICF also examined the effects of family complexity factors on average family servicing time. To estimate these effects, for each practice area, ICF compared the average family servicing time for families that had each family complexity factor to the average family servicing time for families that did not have that family complexity factor. The difference in hours between the two sets of families (with and without each factor) were then computed. Exhibit 5-13 provides the results of these comparisons for five of the six practice areas. Recruiting/Licensing/Kinship analyses were not conducted due to the low number of families included in the data set.

As many families had multiple family complexity factors, ICF also examined average family servicing time based on the number of family complexity factors indicated (i.e., in the data set, families ranged from having 0 to 8 family complexity factors). Families with multiple family complexity factors were compared with families with no family complexity factors. Lastly, ICF examined the average family servicing time difference between families with a range of family complexity factors (i.e., 1-2 factors, 3-4 factors, 5-6 factors, or 7-8 factors indicated) compared to families with no family complexity factor indicated.

It was anticipated that nearly all of the family complexity factors would lead to an increase in average family service times for families with the complexity factor than for those without. However, the results of the analyses were mixed and did not indicate a consistent increase in time when family complexity factors were present. ICF recommends future additional study of the effects of family complexity factors on average family servicing time. In this study, it is important to note that the average family servicing time results (see Exhibits 5-7 through 5-12) were computed based on all recorded families, regardless of the number of family complexity factors present. Therefore, the effects of the family complexity factors are already included in the average family servicing time estimates. Exhibit 5-13 provides the difference between families with and without a family complexity factor present.

Exhibit 5-13: Practice Area Average Family Service Time for Families With and Without Each Family Complexity Factor

Difference* in Average Monthly Servicing Time (in hours) for Families With and Without Family Complexity Factor					
Complexity Factor	Access	Initial Assessment	Ongoing Services	YJ Intake	YJ Ongoing
Domestic Violence Issue in Home	0.13	-0.06	0.79	-1.12	-0.85
Second Language in Home	-0.81	-0.68	-0.28	0.66	-0.37
Homelessness or Housing Instability	-0.24	0.95	0.59	-0.34	-0.89
Caregiver Alcohol/Substance Abuse	0.00	0.52	0.55	-0.10	-0.59
Caregiver Disability	-0.27	0.80	0.63	0.02	-1.06

Caregiver Mental Health Issue	0.06	-0.01	0.84	0.31	0.10
Caregiver Incarceration	0.28	2.04	0.28	1.06	-0.90
Caregiver Living Out of State Care	0.12	0.79	0.05	1.01	-0.05
Youth Subject to ICWA	0.73	1.27	-0.95	2.02	-2.02
Youth Disability	-0.10	-0.56	0.34	-0.08	0.25
Youth Mental Health Issue	0.09	-0.65	0.16	0.27	1.10
Youth Placed Out of State	0.13	2.37	0.24	-0.29	9.72

*A positive value indicates an increase in servicing time due to the presence of the family complexity factor.

5.10 Time Study Results Review Workshops

The final average contributed family time estimates by practice area and estimation of the effects of family complexity factors were presented to the Oversight Committee members. These results were then presented to participants in the Time Study Review Workshops. During these workshops, participants were asked to review the results of the time study for their practice area and provide any recommended adjustments. For each task category, participants were asked to consider the percentage of their families receiving service each month, and if that aligned with the results of the time study. Participants were also asked to consider the time they spend per family in an average month, by task category, in comparison to the time study results. Adjustments were made to the percentage of families receiving service within each task category and the average monthly time required per family for the task category, as needed. The average contributed times were then re-calculated based on participants' suggested changes and compared to the contributed times captured from the time study.

For the majority of practice areas, including Initial Assessment, Ongoing Services, Youth Justice Intake, and Youth Justice Ongoing, the revised average contributed times were found to be nearly twice those recorded during the time study. Increased contributed time estimates were more prevalent for the Administration, Parent Contact, Child Contact, and Travel task categories. These are the task categories for which there are often more families receiving work each month. There were less significant differences between the time study estimates and workshop revisions to the contributed times for task categories where fewer families tend to receive services, or overall time spent per family was generally short.

There are several possible explanations for the large increase in contributed time based on the workshop feedback. First, it may have been challenging for participants to think in terms of a month, rather than a day or a week, when providing their estimates of the average time spent per family and the percent of families receiving service. This may have led participants to tend to provide estimates that were closer to an "optimal" situation, rather than a more realistic situation. Second, participants were asked to provide estimates for an "average" case; however, cases can vary significantly due to a variety of factors, including the number of children receiving service and the presence of family complexity factors. Lastly, workshop participants were sampled from agencies of varying sizes and locations and had different levels of experience on the job, which may account for some of the variation in the estimates provided.

The workshop results notwithstanding, the extrapolation of the average family service times gathered during the time study to the overall State child welfare worker staffing estimate provides overwhelming support for the accuracy of the time study data. Section 7.2 of the report details the accuracy of the time study data and analyses. The application of the time study results to the State total caseload and staffing is highly accurate when compared to results achieved in similar staffing estimates, with a difference of only 5.7% between the actual staffing and estimated model at the State level.

5.11 Estimating Optimal Service Time for Families/Cases in Each Practice Area

As part of the workload study, ICF conducted extensive data collection and analysis to estimate Optimal Service time associated with services related to each family (which also represents case or assessment report), by Practice Area. Optimal Service time estimates are important as they help to establish potential differences between currently available time and recommended time to be spent, per family. These differences, by Task Category, may then help identify tasks or methods for improving processes to move the time available for staff closer to the recommended times. Asking experienced child welfare professionals to provide these estimates for Optional Service time is preferred over other methods (e.g., benchmarks with other agencies) as this method considers the specific circumstances within Wisconsin agencies and more broadly across the State child welfare system.

These Optimal Time data collection and analysis efforts included three distinct elements, including:

1. Following the initial time study analyses, ICF held workshops with subject matter experts (SMEs) to review the current time results gathered during the time study and asked participants in these workshops to also consider the optimal or recommended time per family per month. The results of these workshops by Practice Area were inconclusive with respect to Optimal Time estimates given the limited amount of time available during the workshops with participants and because participant estimates of “current time” were significantly higher than the time study results.
2. In June of 2021, ICF distributed an online survey to collect Optimal Service time estimates by Task Category for the six Practice Areas included in the study. The results of these estimates of Optimal Service times are included in Exhibits 5-14 through 5-19.
3. During August of 2021, ICF also conducted a series of workshops with experienced staff in each Practice Area to review the results of the time study current service times and the survey based Optimal Service time estimates. During these workshops, ICF first asked participants to estimate the optimal family or assessment caseload per month. This approach was used based on the perception that caseworkers could more accurately think in terms of the optimal number of families per month rather than the more complex estimation of time by Task Category. The latter requires averaging various tasks that may not occur each month across all families in one’s caseload and average times that are not equally spent across families (e.g., travel, contact with others) which is more difficult for participants to estimate. During the workshops, participants were then presented with the Time Study current service time per family/case as well as the Optimal Service time survey results. Overwhelmingly, participants in the workshops

expressed more confidence in their optimal monthly caseload estimates than they did making Task Category average optimal time estimates. The results of these workshops are described below, by Practice Area.

Current and Optimal Time Comparison Results

For each Practice area, Exhibits 5-14 through 5-19 present:

1) Current time spent per family based on the time study results, by Task Category
2) Results of Optimal Service time survey (i.e., response averages per family, by Task Category
3) Optimal Service time estimates generated during the workshops
4) Translation of time per family into a single point value monthly caseload (families, reports) estimate for current, survey optimal and workshop optimal time
5) Sample size for each time estimate

Details are also provided that indicate the total number of respondents by Practice Area for the survey and workshop, and the number of families for the Time Study included in the analysis. As mentioned, workshop participants expressed greater confidence in making estimates of optimal caseloads but then had more difficulty generating per family Task Category time estimates that aligned with these monthly caseload estimates. This is likely due to the above-mentioned challenges of averaging time within each Task Category across their monthly caseload given the differences in services provided and family characteristics. ICF recommends relying on future data collection approaches that focus on estimated caseload input rather than time spent per Task Category per family/case/report. Monthly caseload is estimated based on the total core Practice Area hours available each month divided by the hours per family.

Access

There were six participants representing Outagamie, Marathon, Wood and La Crosse counties that participated in a single Access Optimal Service Time Workshop. Exhibit 5-14 provides the total time per month for Access reports as indicated by Time Study Current, Survey Optimal and Workshop Optimal time estimates. The current estimate for average Access report time was 2 hours, 28 mins with the Survey Optimal estimate being fairly close at 2 hours, 47 minutes, an increase in time of approximately 13 percent. The workshop average, based on having an optimal number of Access reports per month was very close to the survey estimate at 2 hours, 40 minutes.

Exhibit 5-14: Access Report Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	1:28	1:25	1:45
Other Contact	0:52	0:55	0:37
Case-specific Training, Consultation, and Meetings	0:04	0:26	0:18
Parent Contact	0:01	0:00	0:00
Attempted Contact	0:01	0:00	0:00

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Child Contact	0:01	0:00	0:00
Placement	0:01	0:00	0:00
Travel	0:01	0:00	0:00
Out-of-Home Care Provider Contact	0:00	0:00	0:00
Court related time	0:00	0:00	0:00
Total	**2:28**	**2:47**	**2:40**
Monthly Caseload	**47.4**	**42.5**	**43.8**
Sample Size	**487**	**3**	**6**

Initial Assessment

There were ten participants representing Outagamie, Wood, Dane, Waukesha, Rock, Kenosha, La Crosse, and Marathon counties that participated in two separate Initial Assessment Optimal Time workshops. Exhibit 5-15 provides the total time per month for Initial Assessments as indicated by Time Study Current, Survey Optimal and two Workshop Optimal time estimates. The current estimate for average IA time was 7 hours, 32 mins with the Survey Optimal estimate being over twice as much at 16 hours and 30 minutes. The workshop average, based on optimal Initial Assessments per month and averaged across two different workshop sessions, was very close to the survey estimate at nearly 16 hours.

Exhibit 5-15: Initial Assessment Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	03:30	3:46	5:23
Parent Contact	00:58	2:20	3:14
Child Contact	00:57	1:46	4:03
Case-specific Training, Consultation, and Meetings	0:38	1:32	0:58
Travel	0:39	1:56	1:00
Other Contact	0:28	0:47	0:43
Court related time	0:10	1:21	0:15
Attempted contact	0:05	0:30	0:07
Out-of-Home Care Provider Contact	0:04	1:00	0:06
Placement	0:01	1:28	0:02
Total	**7:32**	**16:30**	**15:52**
Monthly Caseload	**15.5**	**7.1**	**7.4**
Sample Size	**804**	**11**	**10**

Ongoing Services

There were eight participants representing Brown, Dane, Waukesha, Rock, Kenosha and Marathon counties that participated in two separate Ongoing Optimal Time workshops. Exhibit 5-16 provides the total time per Task Category per month for Ongoing services families/cases as indicated by Time Study Current, Survey Optimal and Workshop Optimal time estimates. The Time Study Current estimate for average ongoing service time was 11 hours, 12 mins with the Survey Optimal estimate being approximately a 50% increase in hours at 17 hours and 5 minutes. The workshop average across two workshops, based on optimal caseloads per month, was closer to the middle of these two estimates at 13 hours and 7 minutes.

Exhibit 5-16: Ongoing Service Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	04:32	5:21	4:08
Child Contact	01:19	1:22	1:03
Travel	01:15	1:46	1:21
Case-specific Training, Consultation, and Meetings	01:10	2:05	1:36
Parent Contact	01:02	2:11	1:41
Other Contact	00:47	0:56	0:43
Court related time	00:43	0:53	0:40
Out-of-Home Care Provider Contact	00:19	1:34	1:12
Attempted Contact	00:04	0:10	0:07
Placement	00:03	0:42	0:32
Total	**11:12**	**17:05**	**13:07**
Monthly Caseload	**10.5**	**6.8**	**8.9**
Sample Size	**1,272**	**6**	**8**

Youth Justice Intake

There was only one participant in the Youth Justice Intake Optimal workshop. Exhibit 5-17 provides the total time per Task Category per month for Youth Justice Intake families/cases as indicated by Time Study Current, Survey Optimal and Workshop Optimal time estimates. The Time Study Current estimate for average ongoing service time was 6 hours, 21 mins with the Survey Optimal estimate being significantly greater at 10 hours and 25 minutes, or roughly a 64% increase in time. The participant expressed that the Time Study current monthly workload of 18-19 intakes per month seemed reasonable. The Optimal Survey average, by contrast would translate to approximately 11 intakes per month.

Exhibit 5-17: Youth Justice Intake Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	3:20	3:13	3:20
Child Contact	0:46	3:30	0:46
Court related time	0:45	1:20	0:45
Other Contact	0:29	0:29	0:29
Case-specific Training, Consultation, and Meetings	0:23	1:03	0:23
Parent Contact	0:23	0:23	0:23
Travel	0:12	0:18	0:12
Attempted Contact	0:01	0:05	0:01
Placement	0:01	0:01	0:01
Out-of-Home Care Provider Contact	0:01	0:01	0:01
Total	**6:21**	**10:25**	**6:21**
Monthly Caseload	**18.4**	**11.2**	**18.4**
Sample Size	**298**	**3**	**1**

Youth Justice Ongoing

There were eight participants representing La Crosse, Dane, Eau Claire, Waukesha, Outagamie, Kenosha and Marathon counties that participated in two separate Ongoing Optimal Time workshops. Exhibit 5-18 provides the total time per Task Category per month for Youth Justice Ongoing service per families/cases as indicated by Time Study Current, Survey Optimal and Workshop Optimal time estimates. The Time Study Current estimate for average YJ ongoing service time was 7 hours, 23 mins with the Survey Optimal estimate being over twice as much at 16 hours minutes. The workshop average across two workshops, based on optimal caseloads per month, was 7 hours and 40 minutes which was nearly identical to the current time. This is particularly revealing given the concern expressed throughout the study that appropriate Youth Justice ongoing service caseloads were not well understood. The caseloads per month for current, survey optimal, and workshop optimal were approximately 15.5, 7 and 15 families per month, respectively.

Exhibit 5-18: Youth Justice Ongoing Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	2:51	3:19	1:35
Child Contact	1:22	2:18	1:06
Case-specific Training, Consultation, and Meetings	0:37	1:58	0:56
Travel	0:45	1:14	0:35
Other Contact	0:38	1:17	0:36
Parent Contact	0:33	1:53	0:54

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Court related time	0:23	0:45	0:21
Out-of-Home Care Provider Contact	0:05	0:54	0:25
Attempted Contact	0:04	0:42	0:20
Placement	0:03	1:34	0:45
Total	**7:23**	**16:00**	**7:40**
Monthly Caseload	**15.8**	**7.3**	**15.2**
Sample Size	**862**	**11**	**8**

Recruitment/Kinship/Licensing

There were eight participants representing La Crosse, Dane, Eau Claire, Waukesha, Outagamie, Kenosha, and Marathon counties that participated in a single Recruitment/Kinship/Licensing Optimal Time workshop. Exhibit 5-19 provides the total time per Task Category per month for Recruitment/Kinship/Licensing service per family/case as indicated by Time Study Current, Survey Optimal, and Workshop Optimal time estimates. The Time Study Current estimate for average Recruitment/Kinship/Licensing service time was 5 hours, 41 mins with the Survey Optimal estimate being approximately 110% more time at 12 hours.

During the Recruitment/Kinship/Licensing workshop, participants uniformly indicated that combining Recruitment, Kinship, and Licensing is challenging given the variety of services involved. One participant indicated that "it was hard to come up with an average time based on there being level 3 treatment foster homes, level 2 foster homes, and kinship licensed homes. The caseload that CW Professionals carry depend on the types of homes that they have. Current caseloads:

- Level 3 treatment home – 20 homes
- Level 2 for younger kids – 30 homes
- Kinship – very different (no recruitment, no retention)

Additionally, there are significant differences between voluntary and court-ordered kinship. Further, participants expressed that the Task Categories included in the study did not work well for this Practice Area. ICF recommends DCF engage in a separate effort to work with SMEs in this Practice Area to determine how to best use the existing study results and potentially conduct a smaller study focused on the separation of:

1. Voluntary kinship
2. Court ordered kinship
3. Level 3 Foster homes
4. Level 2 Foster homes
5. Kinship licensed homes

Exhibit 5-19: Recruitment/Kinship/Licensing Time (hours:minutes) for each Task Category for Time Study Current, Survey Optimal, and Workshop Optimal Estimates

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Administration	2:24	2:24	1:33

Task Categories	Current Time Spent per Family (Hours:Mins)	Survey Optimal Time Estimate	Workshop Optimal Time Estimate
Out-of-Home Care Provider Contact	1:31	2:31	1:37
Case-specific Training, Consultation, and Meetings	0:34	1:34	1:01
Travel	0:27	1:02	0:40
Other Contact	0:20	1:35	1:01
Court related time	0:10	0:05	0:03
Placement	0:07	2:37	1:41
Child Contact	0:04	0:05	0:03
Parent Contact	0:02	0:01	0:01
Attempted Contact	0:01	0:04	0:03
Total	**5:41**	**12:00**	**7:42**
Monthly Caseload	**20.5**	**9.8**	**15.2**
Sample Size	**221**	**4**	**8**

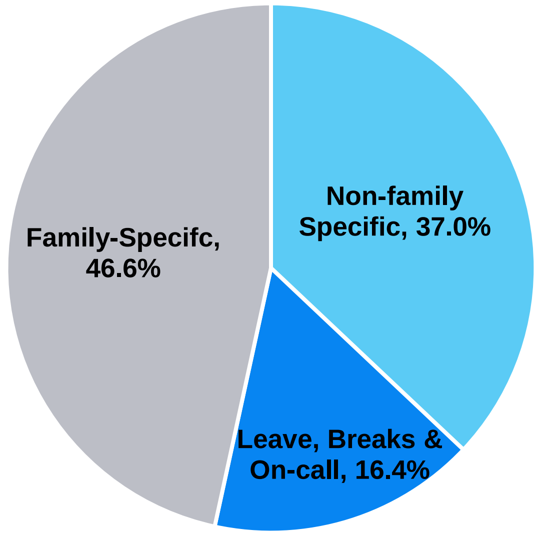
Overall, result varied regarding the changes in Optimal time compared to current time based across Practice Areas. For Access, Youth Justice Intake, and Youth Justice Ongoing Practice Areas, average family Optimal times represented less than a 10% difference with time study derived current times. However, for Ongoing Services and Initial Assessment, Optimal times were significantly higher than time estimates derived from the time study. Conclusions regarding Recruitment/Kinship/Licensing are detailed in the section above, along with recommendations for future research.

5.12 Supervisor Tasks during the Time Study

A total of 64 supervisors participated in the Time Study. Prior to adjustments to remove hours recorded for family-specific training, consultation, and meetings, (due to these meetings being a supervisory-related rather than a CW Professional specific task) supervisors recorded a total of 4,642 hours. Exhibit 5-20 shows the breakdown of these hours by the three major categories of family-specific, non-family specific, and leave, break, & on-call percentages.

As compared with the CW Professional breakdown of hours provided in Exhibit 5-5, supervisors recorded approximately two-thirds as many family-specific hours. This is as would be expected, given supervisors should not be carrying families, but rather assisting their CW Professionals with family-specific services when needed. The recorded family-specific tasks are primarily administrative tasks and providing training and consultation, as previously discussed.

Exhibit 5-20: Breakdown of Family-Specific, Non-Family Specific, and Leave, Break, and On-Call time for Supervisors



5.13 Additional Analyses

In addition to the time study analyses previously presented, DCF requested additional information regarding servicing processes and CW Professionals concerns that were addressed through this study, where possible. The following table highlights responses to a variety of research questions that arose during the study as well as questions intended to address key objectives as described in the study contract.

Research Question	Response
Extent to which workers at the agency have multiple functions (mixed caseloads), either including multiple child welfare functions or one or more functions outside of child welfare, and the percentages dedicated to of each function	To address this issue, ICF examined the extent to which CW Professionals participating in the time study provided child protective services that spanned more than one practice area. The results revealed that 332 out of the 572 participating CW Professionals indicated they worked in more than one practice area, which is approximately 58% of the participants. The percentage of time spent working in each practice area is provided in Exhibit 5-6. For case aides, 10 out of 17 CW Professionals in the time study (59%) indicated they worked in more than one practice area. This sample did not include supervisors. ICF used the Random Moments Time Study (RMTS) file for March 2020 that was provided. For the 1,732 CW Professionals included in this file, 100% of their work time was dedicated to Child Welfare functions. ICF derived this result by examining the percentage of time allocated to the following functions within the RMTS file: Access/Intake, Case Manager, Foster Care

Research Question	Response
	Coordinator/Licensing Specialist, Initial Assessment and JF Others (a category of work activity in the original staffing file provided by DCF).
Supervisory structure and the percentage of time supervisors oversee workers who serve child welfare functions versus functions outside of child welfare	Given the results of the RMTS data described above, the time study analyses did not provide insight into the percentage of time supervisors oversee workers providing services outside of child welfare.
Extent to which supervisors carry any families	Based on the Time Study results, participating supervisors performed family-related services beyond those that would normally be associated with supervisory duties. However, the study does not provide a definitive answer as to whether this occurs because the supervisors are carrying specific families or they are covering for work that their CW Professionals are not able to complete. Therefore, while supervisors may not carry their own families, they are likely performing family-related services when CW Professionals are unavailable or unable to perform these services. In general, supervisors who participated in focus groups did not describe carrying their own families. However, it is likely that some supervisors especially in smaller local child welfare agencies may carry families when staffing is not adequate for various reasons.
Training and CW Professionals qualification requirements	During the two weeks of the time study, CW Professionals dedicated approximately 4% of total recorded time to attending required or optional training or participating in professional development activities. Additionally, interview and focus group responses provided insight related to these requirements and the effects they have on workload and service provision. Much of the discussion about training requirements focused on new hire training. Many agencies indicated that new hires learn from mentors or other CW Professionals on the job, in addition to any formal training that is required. One interview participant indicated that because their Agency had to decrease CW Professionals qualification requirements to increase the number of applicants (i.e., remove CW Professional certification requirements), more training was required to make sure that new CW Professionals were prepared to do the job.
Types of tasks performed by child	During interviews and focus groups, CW Professionals provided details regarding the tasks that are performed as part of their

Research Question	Response
welfare CW Professionals to fulfill their duties	work. These tasks are detailed in the *Time Data Collector (TDC) Practice Area and Task List,* which is provided in Appendix F.
Ways in which the Wisconsin Child Welfare Model for Practice affects child welfare practice and staffing	The Time Study attempted to address this issue through conducting subject matter expert workshops with CW Professionals, case aides, and supervisors to estimate optimal service times for performing each task category of service by practice area. These estimated service times and their differences with current service times would help to establish if there are specific tasks that are not being performed to standard due to insufficient CW Professionals. Other aspects of this issue were addressed through the interview and focus group comments and contained in the Recommendations section of the report.
Types of functions and tasks required by federal and state laws, regulations, rules or policies that are conducted by child welfare CW Professionals; Additional requirements mandated by each Agency (local mandates); and How each Agency manages the caseloads and workloads of its child welfare CW Professionals	These issues were addressed through the interviews and focus groups conducted as a part of this study. Chapter 8 of this report contains findings related to the questions within this issue as well as associated recommendations.
How the rise in opioid and methamphetamine use in the State has affected caseloads and workloads of child welfare CW Professionals	We addressed this issue by examining first, the estimated rise in caseloads related to the estimated opioid and methamphetamine usage in the state during the 2017, 2018, and 2019 calendar years and second, through reported information from the interviews and focus groups with CW Professionals. The table below shows the total number of child welfare families in the State reported in 2017, 2018, and 2019 along with total drug related deaths per 100,000 persons in the State, which is used as an indicator of the rise in opioid and methamphetamine families [1]. While this analysis does not provide any causality in the relationship between the two

<table>
<tr><th>Research Question</th><th>Response</th></tr>
<tr><td></td><td>variables, the results are still non-conclusive as to the relationship between Opioid usage and child welfare families given the trend in total child welfare families has increased approximately 9% over the 3-year period while the total drug related death rate per 100,000 persons has not increased consistently over this period. This could be due to inaccuracy in reporting the number of drug-related deaths. Unfortunately, this is the only opioid or methamphetamine statistic related to use that could be found in the public domain to address this issue.

Total Wisconsin Child Welfare Families and Total Drug Related Deaths per 100,000 Persons from 2017-2019
<table>
<tr><th>Calendar Year</th><th>Total Child Welfare Families</th><th>Total Drug Related Deaths per 100,000 persons</th></tr>
<tr><td>2017</td><td>140,877</td><td>16.1</td></tr>
<tr><td>2018</td><td>147,096</td><td>14.5</td></tr>
<tr><td>2019</td><td>159,750</td><td>15.8</td></tr>
</table>
[1] Opioids: Deaths by County Dashboard | Wisconsin Department of Health Services

Another way to address this question, is to consider caregiver alcohol/substance abuse that was included as a family complexity factor. While additional research is needed regarding the family complexity factors, results indicated an increase in time required to provide Initial Assessment and Ongoing services when this condition is present. While this is not specific to opioid and methamphetamine use, it does show that caregiver drug use can cause an increase in time required for a case, therefore impacting CW Professionals workload.</td></tr>
<tr><td>Any child welfare pilot programs, such as alternative response, that are in effect in the agency that could increase or decrease CW Professionals workload levels</td><td>Agencies that participated in focus groups and interviews had a wide variety of pilot programs in place. One interview participant noted that because of the different Agency structures, not all agencies can or do participate in the same programs. Because of these differences, it can be difficult to determine the effect of the pilot programs in general. Additionally, agencies that have greater resources are often able to implement more pilots or alternative activities than other agencies. Examples of pilot programs and alternative work activities described included early intervention services, alternative response, child informed</td></tr>
</table>

Research Question	Response
	parenting or other training to support families, community response programs to reduce the number of children needing care through CW, and creating relationships with different units or people outside of CW to support specific CW issues and challenges (e.g., human trafficking, substance treatment providers, court coaches).
The variation in agencies' culture/ philosophy (e.g., implementing trauma-informed care across the agency, etc.)	Each agency across the state has its own culture and philosophy, based on the individual needs, situation, processes, and environment of that Agency. During focus groups and interviews, participants were asked about various elements of their agencies' culture. These findings are incorporated into the operational efficiency recommendations presented in Chapter 8.
Longevity of child welfare CW Professionals and supervisors in the agency and turnover rate	The average tenure of participants in the time study, based on personal information entered into the TDC, is approximately 9.7 years. In comparison, the average tenure based on data from the State Employee History file is approximately 7.4 years. It should be noted that only CW Professionals with at least 6 months of experience in their job were invited to participate in the time study, so the tenure from the time study is likely higher than the actual estimate. Regarding the turnover rate and its impact on CW Professionals workload, turnover data were not collected for this study. However, CW Professionals indicated in focus groups and interviews that turnover has an impact on agencies. In particular, turnover creates additional workload challenges as new CW Professionals need time to complete training before they are able to perform work duties most effectively.
Feedback from child welfare workers and supervisors about perceived workload and caseload levels, including any changes that have occurred (positive or negative)	This issue was addressed through interview and focus group comments and is covered in the Recommendations section of this report (see Chapter 8).
Whether there is a correlation between workload and the experience level of the worker/worker turnover	This issue was addressed by merging data from two different data files, including 1) a State Employee History file with data on CW Professionals name and tenure and 2) an eWISACWIS report for CY 2019 indicating the number of families each CW Professionals had during the calendar year. The first file excluded supervisors so should represent CW Professionals

Research Question	Response
	and case aides. After merging, a Pearson Product Moment[3] correlation coefficient between the caseloads per CW Professionals and their tenure was computed. For the 1,434 CW Professionals included in the analysis, there is not a statistically significant correlation between tenure and caseload (r = .09, p > .05). During the focus groups and interviews, participants shared that new CW Professionals often do not carry a full caseload. However, it is likely that once these new CW Professionals are done with training that their tenure or experience level no longer impacts their workload.
Whether there is a correlation between the average workload in an Agency and the number of children in OHC in that county	This issue was addressed by computing the Pearson Product Moment correlation coefficient between the total number of families in the agencies and the total number of children in OHC in those agencies based on the 2019 eWISACWIS data provided. There is a very strong relationship between total average workload and number of children in OHC in that Agency across the state (r = .98, p < .001). There are at least two possible explanations for this finding. First, it could be that the more workload there is in an agency, the more likely they are to use out of home care. Second, it could be that more workload is related to families with children in out of home care, and workload is simply a biproduct of having children in out of home care. In other words, if there are many families requiring out of home care then workload naturally goes up.
Whether there is a correlation between workload and performance outcomes (which may include CFSR family review items and CFSR national standards)	Because there were no specific performance outcomes available for analysis, this issue was not addressed in this study. For more information on this topic, see https://www.childwelfare.gov/pubPDFs/case_work_management.pdf
Whether certain family characteristics/complexity, including parental/ caregiver drug use increase workload	A variety of family complexity factors were included in the time study to determine their impact on family serving time requirements. The results of these analysis were mixed and did not indicate a consistent increase in time when family complexity factors were present. Exhibit 5-13 and the

[3] The Pearson product-moment correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r. The coefficient can range from a positive 1.0 to a negative 1.0, the confidence level of the significance of the coefficient value is indicated by the “p” value from 0 to 1.0.

Research Question	Response
	associated text provide additional information about these analyses and findings.
Impact of out-of-state placements on workload	Children/youth placed out of state was included as a family complexity factor. In general, out-of-state placements increased the time needed to service a case. Additional details are provided in Exhibit 5-13.
Impact of federal and state mandates on workload	While this issue was not addressed by the time study results, CW Professionals were asked about the impact of federal and state mandates on their workload during the focus groups and interviews conducted as a part of the study. In general, participants indicated that state requirements increase workload for CW Professionals, specifically because of the often extensive documentation requirements. Because of the length of these requirements and timeframes in place for completion, they can be stressful for employees with a full plate to complete on time. Additionally, these documentation requirements are sometimes seen as something that does not necessarily impact the lives of children for the better and in fact takes away from the time that CW Professionals are able to spend with children and families.
How Wisconsin workloads compare with national and other states' child welfare workload studies and trends	This issue is addressed through a comparison of monthly family contextual standards from the Wisconsin Time Study and Optimal Time estimates with other State Caseload Standards, as provided in Exhibit 5-21 below. In general, the Wisconsin contextual standards developed as a result of the March 2020 Time Study are closely aligned with Colorado and Oregon standards for Access, Recruiting/Kinship/Licensing and Ongoing Services. The Wisconsin time study estimated family caseload standard for Initial Assessment is approximately halfway between the Colorado and Oregon standards, which vary considerably.

Exhibit 5-21: Comparison of Workload Standards

Contextual Standard	Access	Initial Assessment	Recruiting / Kinship/ Licensing	Ongoing	Youth Justice Intake	Youth Justice Ongoing
Wisconsin Time Study (2020)	43-52	14-17	19-23	9-11	17-20	14-17
Wisconsin Optimal (2020)	39-48	7-8	14-17	8-10	17-20	14-17
Colorado (2014)	42	25	23	11.5	--	--
Oregon (2018)	46.7	6.85**	21.6***			
Idaho (2017)	--	--	--	11****	--	--
Indiana (2009)	--	12	--	No more than 17	--	--
Delaware (2007)	--	11 (investigation)	--	18 (treatment)	--	--

*While many studies of CW work and workload are conducted, few report actual recommended caseloads.
**Investigations
***Certification
****Reported as manageable.

Chapter 6: Determination of Existing Workload and Caseload

The next step in the study analysis was to develop workload standards that clearly define the amount of time needed for practice areas and family servicing. To accomplish this, it was necessary to transform the average family service time for each practice area into a caseload equivalent, using the average number of hours per month that were dedicated by CW Professionals to family-specific service time. The following formula was applied to each practice area to determine the average caseload per practice area.

$$\text{Caseload “Standard” Estimate} = \frac{\text{Average total hours per CW Professional available for family servicing}}{\text{Average per family servicing hours, per practice area}}$$

Recall from Exhibit 5-5 that during the time study, the average total hours per month dedicated to casework was approximately 67.5% of CW Professionals total working hours. In the average month, 173.3 hours are available for work (i.e., 2080 work hours per year /12 months = 173.3 hours). Therefore, 173.3 hours x .675 = 116.98 average family-specific service hours available per month. The estimate of 116.98 hours was used as the average amount of time during a month that CW Professionals can spend on family-specific work; however, this figure will vary from office to office, month to month, and by individual CW Professionals. These variances should be taken into account when translating the overall office workload into staffing requirement estimates.

Exhibit 6-1 provides the average monthly servicing time (in hours and minutes) per family for each practice area, as well as the conversion of this time into the number of families that could be serviced within a given month using the average CW Professional availability. Also included in Exhibit 6-1 is the CPS caseload standard based on the 2018 Draft Caseload Standards[4] provided as background for this study. Rather than determine a single point caseload transformation, ICF recommend a caseload range with +/- approximately 10% or more variation around the single point estimate. This allows for reasonable variation in family servicing given additional family complexity factors and other service variations across local child welfare agencies (e.g., experience level of CW Professionals, travel distances within local child welfare agencies). The caseload standards can be compared with existing and emerging standards as determined by other studies or in general use throughout the State.

[4] Caseload Standards for Child Protective Services. Updated September 2018. Provided by DCF. See https://wchsa.org/child-welfare/child-welfare-needs-highlighted-on-wpr/ for additional information.

Exhibit 6-1: Workload Standards Related to Monthly Servicing of Families by Practice Area

	Access	Initial Assessment	Recruiting/ Kinship/ Licensing	Ongoing Services	Youth Justice Intake	Youth Justice Ongoing
Average Family Time (Hours: Mins)	2:28	7:32	5:41	11:12	6:21	7:23
Families per Month	43-52	14-17	19-23	9-11	17-20	14-17
WCHSA Draft Caseload Standards (Draft September 2018)	129-130 8 newly assigned per day	11 Active with no more than 6 new per month	8 Active general foster homes, 6 active for Relative homes (14)	10 Active with no more than 15 children	Not Identified	Not Identified

Chapter 7: Determination of Suggested Workload and Caseload Standards and Staff Needs

7.1 Development of a Statewide Staffing to Workload Model

In this phase of the study, ICF developed a child welfare staffing model and tool that provide recommended staffing levels for caseload input, based upon the recommended standards developed in the previous phase. The model uses input data including family types, caseloads, average family servicing time, and the average monthly availability to service families for CW Professionals (in hours). The tool provides data fields where users are required to enter family type and caseload input, as well as staffing levels. When these data are entered into the tool, the tool calculates the number of staff hours needed to process the indicated workload, based on the Statewide model. The tool then translates the resulting number of staff hours needed to process the workload into an estimated recommended staffing level for an office in terms of full-time equivalent (FTE) staff. The tool offers flexibility by allowing the user to set the number of CW Professionals hours in a given month that equate to one FTE (i.e., FTE hours could change if the typical number of hours worked changes), if desired. The model was built to include all family-specific, non-family specific (e.g., training, family support, administrative), and leave hours.

ICF, with DCF CW Professionals assistance, developed the staffing model and tool using a Microsoft Excel workbook that provides instructions for inputting caseloads by family type and uses practice area and task completion standard times to provide estimates of optimal staffing levels in hours or FTE for CW Professionals. Excel allows for the implementation of a user-friendly staffing-to-caseload decision tool to store caseload data (or input from the State's existing caseload system) and provide staffing estimates. Yearly data can also be easily archived and staffing levels and caseloads over time can be compared. As such, Excel provides an excellent platform to explore "what ifs" by examining changes to family work processes (e.g., increases or decreases in time spent on certain work activities/task categories), work allocation between positions, and other workload management practices.

The value of an Excel-based tool is that it is a widely used and understood platform that allows for inputting, manipulating, and changing key staffing-to-caseload data and staffing estimation parameters in the event of changes to work processes, standards or caseloads, and categorizations. Excel also allows for cell protection (to prevent inappropriate changes to the tool functionality) and color coding and formatting of sheets to optimize data input, direct user attention to the appropriate cells, and increase visual appeal of the tool.

7.2 Application of the Statewide Staffing to Workload Model

The purpose of the time study was to derive the average family service time by practice area and then apply this to the existing workload across each Agency and the entire State, in order to determine the consistency of staffing levels based on this model. When examining the validity of the model, the following elements were required:

1. The average monthly family service times as indicated in Exhibits 5-7 through 5-12

2. The total caseload under review (in this case, the monthly caseload during March 2020) provided by a data pull from eWISACWIS
3. The total actual CW Professional staffing during March 2020 as indicated in the RMTS
4. The average CW Professional availability in hours, per month.

Using this data, the time study-based average family servicing times were applied to the monthly caseload for each Agency for March 2020 to derive an estimate of the required staffing based on the overall State model. The following formulas are used to translate caseload data into staffing estimates:

Caseload x Average Family Servicing Time = **Workload**

$$\frac{\textbf{Workload}}{\text{Available Time}} = \boxed{\textbf{Full Time Equivalent (FTE) CW Professionals}}$$

When determining the actual staffing level for each office, an RMTS data pull for the month of March 2020 was provided. These data provided an estimate of the number of CW Professionals by Practice Area and CW Professionals type (e.g., supervisor, CW Professional, case aide). Case aides that spent 75% or more of their time on case aide services (as indicated in the RMTS) were removed from consideration of total CW Professionals within each office at the request of DCF. Part-time CW Professionals were also included in the staffing data; the effects of part-time CW Professionals were then adjusted by Agency, based on the work schedule data also provided from the RMTS.

Following these adjustments, a total full time equivalent CW Professional staffing total of 1,731.8 CW Professionals was derived. Applying the time study average family service time to the March caseloads and using the availability estimate resulted in a statewide staffing estimate of 1,830.8. This represented a 5.7% difference between the actual and estimated model at the State level. For staffing estimation purposes, this is an extremely accurate model. However, as is to be expected, the individual Agency variation between the actual staffing levels and the model estimated levels are considerably higher than the overall State level.

7.3 Supervisor to CW Professional Workload

An estimate of the supervisory requirement was generated based on the average ratio of supervisors across the State to the total CW Professional caseload, transformed into estimated family-specific monthly hours. To compute this average, ICF determined the total casework in hours across all agencies and practice areas, and then divided that amount by the total number of supervisors according to the March 2020 RMTS. This ratio was computed as 1 supervisor for every 555 CW Professional hours, per month. Based on this ratio, Exhibit 7-1 presents the results of the analysis of supervisor and CW professional staffing estimates based on child welfare workload and a comparison with staffing as of March 2020, at the Region level throughout the State. The Workload and Staffing Tool includes projected supervisory requirement in each Agency using the workload derived from the time study and average monthly caseload within each office.

This analysis does not presume that the current number of supervisors is the optimal number across the state. Therefore, when considering optimal supervisory staffing at each office and across the state, factors other than CW Professional workload alone should be considered. These factors may include CW Professionals experience, family complexity, office conditions affecting family servicing and other factors unique to the office or CW Professionals.

Exhibit 7-1: Supervisor and CW Professional Staffing Estimates by Region

Region	Estimated CW Professional Workload (Monthly hours)	Estimated CW Professional Staffing	CW Professional Staffing (March 2020)	Estimated Supervisory Staffing Requirement (March 2020)	Supervisory Staffing (March 2020)
Milwaukee	48,053	410.8	355.3	86.6	76
Northeastern	47,276	404.1	336.5	85.2	91
Northern	23,124	197.7	156.0	41.7	42
Southeastern	30,541	261.1	228.0	55	51
Southern	32,903	322.8	281.3	59.3	73
Western	32,265	275.8	234.2	58.1	52
Total	**214,162**	**1,831**	**1,732**	**386**	**386**

An estimate of the CW professional staff and supervisory requirement was also generated based on categorization of counties as small, medium, large, and extra large, as shown in Exhibit 7-2. County size was determined based on the number of children under 18 in the county, as of 2019.

Exhibit 7-2: Supervisor and CW Professional Staffing Estimates by County Population of Children under 18 Years of Age

County Size	Estimated CW Professional Workload (Monthly hours)	Estimated CW Professional Staffing	CW Professional Staffing (March 2020)	Estimated Supervisory Staffing Requirement (March 2020)	Supervisory Staffing (March 2020)
Small	20,028	171	165	56	36
Medium	40,391	345	320	77	73
Large	45,185	386	383	75	81
Extra Large	108,558	928	863	178	196
Total	**214,162**	**1,831**	**1,732**	**386**	**386**

Chapter 8: Operational Efficiencies

While hiring more CW Professionals is often a solution used to address workload issues, other solutions may include identifying ways to operate practice areas and manage resources more efficiently or creating a work environment that better retains employees. During the focus groups conducted with CW Professionals, participants provided input regarding their work experiences and challenges. These findings and associated recommendations are included in this chapter. The recommendations described in this chapter indicate areas for further research that the State and individual agencies could consider as a way to make operational improvements to enhance the work experience of its employees. These recommendations are intended to be starting points for further consideration and should be discussed and tailored before implementation. Given that current practices vary between agencies, not all recommendations presented may be applicable to every Agency. As these recommendations may or may not be viable or desirable for Wisconsin, considering various options and their potential impacts may be a useful exercise to determine viable solutions.

The results of the workload study provide information that the Department and individual agencies can use in a variety of ways. The study may serve as a basis for identifying ways to operate programs and manage resources more efficiently. Improving operational efficiencies in the child welfare process can help provide more CW Professionals time and resources to agencies for delivering services. The data from the time study and focus group discussions with child welfare CW Professionals across the State provided indicators that there may be opportunities for the Department and agencies to address inefficiencies in current child welfare processes and achieve program objectives more efficiently.

8.1 Perceived Positive Aspects of the Work Experience

Keeping CW Professionals engaged and satisfied with their work is a key element to employee retention. Retaining employees is one of the most effective means to maintain service delivery efficiency as turnover causes disruptions in delivery, the need for CW Professionals replacement, training, and other unnecessary byproducts of CW Professionals loss. By understanding the elements of work that CW Professionals find most interesting or valuable versus those tasks that are less desirable or motivating, Agency leaders can work to help ensure CW Professionals are able to balance these different types of tasks. When asked about the most positive aspects of their work, participants described in general, the work that they do helping children, youth, and their caregivers are valuable and motivating. CW Professionals enjoy when they have the opportunity to bond with children and families and have time to engage in work that has a meaningful impact on families.

8.2 Potential Areas for Improvement to the Work Experience

Regarding the least preferred aspects of their jobs, focus group participants commented on a number of areas, including:

- Lengthy, redundant, and inconsistent processes and procedures
- Lack of consistent and streamlined training
- Cumbersome or unavailable technology

- Unavailable resources (e.g., computers, vehicles for transportation)
- Shortage of CW Professionals and high rate of turnover
- Lack of community outreach and education

Each of these areas are described in detail in the subsections that follow.

8.2.1 Processes and Procedures

A common theme across focus groups was that processes and procedures that CW Professionals must follow can create challenges. A frequently described challenge was that processes and procedures are lengthy and/or redundant and need to be streamlined or made automated where possible to free up CW Professionals' time. In particular, documentation, assessments, and plan development were noted as responsibilities that are time consuming and repetitive for CW Professionals; however, more specific information (e.g., which forms to change or eliminate) was not provided.

Additionally, processes such as screening and assigning families were noted as particularly inconsistent due to a lack of a formal process or the process varying from Agency to Agency. While some Supervisors have a formal process in place for how families are assigned, others shared that they do not and when a new family comes in, it is a judgment call based on the number of families each CW Professionals member has, the intensity of the families, and if any families are near closing. While this method may be sufficient for agencies in smaller local child welfare agencies, this is not an efficient or reliable technique for agencies with a high number of families, or those that may have a high number of potentially more complex families.

Relying on personal assessments for processes and procedures has also created challenges when screening families. One participant shared that while assessing families during a training session within their Agency, perspectives were completely different when it came to screening out and screening in emergency situation families. Additionally, even individuals within the same Agency have differences in opinions on when it is safe to return a child to a home. For example, while some feel comfortable with a child safely returning to a home with an in-home plan, others are more uncertain that things have changed in the home to make it safe for the child to return. Having clear expectations and using evidence-based procedures can minimize or avoid inconsistencies in practice. When agencies have a different concept of what the processes and procedures are or requirements for family work, it can impact efficiency in workflow and communication between local child welfare agencies. Additionally, when each Agency has its own practices, it is more difficult to provide statewide training or support the work of other agencies.

Findings from across focus groups revealed that even when formal processes are in place, they can be slow-moving and create additional challenges. For example, while there are formal court procedures in place that must be followed for child welfare families, these processes can be delayed when court orders are not issued in a timely manner, parents do not show up to court, parents pursue getting an attorney, or if court schedules are busy. Additionally, CW professionals spend a significant amount of time preparing court reports and associated documentation required for court.

CW Professionals also expressed that while placing a child in a home with another family member is preferred over a foster family, the process of identifying a family member and getting them licensed as a foster parent is difficult and creates longer delays. This can be detrimental when trying to remove a child from a home to place them in a safe environment. Finally, there are many state policies and mandates that CW Professionals must be aware of; however, they change often and are difficult to keep up with. When new polices or mandates are rolled out, CW Professionals may need training and support to fully understand the new elements or the implications for their daily work.

Areas for Future Research Related to Processes and Procedures

1. DCF may want to review the core processes, procedures, and policies within the Department to determine if additional standardization would benefit CW Professionals as a whole. Because agencies can differ in how they complete certain tasks, not all processes should be standardized. However, some of the more foundational policies and practices can likely be standardized, which will foster a shared understanding of core processes across the State, as well as enhance training efforts.
2. DCF and individual agencies should also consider more clearly communicating policy updates and changes with all CW Professionals, including why the change is occurring, how it will impact CW work, and any other impacts to CW Professionals. Additionally, they should ensure that CW Professionals can ask questions and get clarification regarding any aspects of the new policies or procedures.
3. DCF should review the forms, reports, and other service requirements currently in use to determine if they are still needed or could be eliminated. For those that are still needed, the Department and agencies could look for ways to revise the forms and reports to reduce the amount of time required to complete them, while still ensuring they fulfill their intended purpose. There may be opportunities to determine task batching optimization during this review as well.
4. A common knowledge management or Policy and Procedures system should be set up and maintained to provide greater access to, understanding of, and standardization of critical Child Welfare and Youth Justice services.
5. Explore utilizing predictive analytics to standardize processes and procedures by using data to identify the potential outcomes of a family to make decisions.

8.2.2 Training

A topic frequently described by focus group participants was the need and desire for additional training of CW Professionals at all levels, as well as more effective training. Additionally, results from the Wisconsin Flash Survey on Child Welfare Work Satisfaction indicated that inadequate training for the job was a frequent stressor for employees in Southern and Western regions. Although the *Wisconsin Administrative Rule Ch. DCF 43, Training for Child Protective Services Caseworkers and Supervisors* states that there is required training for new CW Professionals and some focus group participants

The National Child Welfare Workforce Institute (NCWWI) created curricula to help build the skills of child welfare supervisors and middle managers. This is a free web-based training program for building leadership skills.

reported that their Agency has training for new hires, it was shared that it is not delivered consistently across CW Professionals. In several families, CW Professionals reported new hires not receiving official training until months into their job which forces them to rely on informal on-the-job training in the field while working with or shadowing existing CW Professionals. While on-the-job training can be an excellent addition, without an official new hire training to lay the foundation, new hires are receiving inconsistent training that is based on the perspectives and experiences of different people, creating variations in how work is completed from the start. Additionally, this results in the more experienced CW Professionals taking time off from their caseload to train individuals, which creates additional challenges for the experienced CW Professionals. In these situations, content can easily be missed when relying on CW Professionals to train one another rather than new hires immediately receiving the necessary foundational training.

There is also a lack of formal training for consistent documentation and plan development. CW Professionals reported needing either more or better training on using and documenting in eWISACWIS, and better understanding and guidance for writing court reports and permanency plans. Without available or consistent training in these areas, the challenges around documentation and plan development discussed in the above Processes and Procedures section will continue to emerge. Given the resource commitment to documentation, a specific, ongoing institutionalized quality improvement effort with respect to documentation has the potential for high return on investment and could provide a valuable framework going forward.

Areas for Future Research Related to Training

1. Enforce required new CW Professional training and monitor continued training requirements. Ensuring CW Professionals have completed their basic training before picking up a caseload will help to ensure that CW Professionals are ready to start the job and understand what will be required of them to work CW families.
2. First, identify competencies required for CW jobs and the relevant knowledge, skills, and abilities (KSAs) that CW Professionals need to be effective. Next, build and deliver a training system that is grounded in adult learning theories and supports progressive training for both new and experienced CW Professionals.
    a. By first understanding what is required to be effective in CW jobs, employees' training can be focused on the needed competencies and KSAs to ensure preparation for the job and adequate career development.
3. Encourage opportunities for formal and informal training. Research the training effectiveness, efficiency, and feasibility of implementing additional formal or informal training programs such as job shadowing, brown bag lunches (virtual), and the use of a knowledge management system or other resources to improve CW Professionals skills, provide optimal solutions to encountered problems, and promote better engagement within and across local child welfare agencies.
4. As part of the Child Welfare Knowledge Management system, work with the agencies to develop best practices or model templates for standard documents, such as the permanency plans, court reports, referrals, and other common forms. The "best practice" templates could reduce duplication and improve the overall quality of the data.

5. Refamiliarize CW Professionals with eWISACWIS documentation functionality, which identify the specific data fields that must be completed, define their intent, and describe how data should be entered. This could include sending direction and guidance to county departments and hosting training sessions on the standards.

8.2.3 Technology

Many CW Professionals face obstacles using eWISACWIS, as they report it as being tedious, redundant, and time consuming. Often, the same information must be entered into the system in several different areas, creating major inefficiencies. Nearly half (45.2%) of respondents to the WI Worker Satisfaction Flash Survey noted that paperwork and administrative tasks were something they wish they could change to allow for more time to meet with families. Specifically, they indicated the process was redundant, or that the technology used increases the amount of administrative paperwork. Respondents requested more automation, and quicker and more efficient ways to complete family notes and necessary paperwork. During focus groups, CW Professionals reported that documenting family notes, writing plans, and entering data into eWISACWIS is already something that they end up doing in the evening, on weekends, and during their off time because they do not have the time or ability to do so while they are working with children and families in the field. Again, WI Worker Satisfaction Flash Survey respondents shared that the amount of documentation (e.g., family documentation, documentation related to home studies, updating provider records) is one of their top three stressors, and that eWiSACWIS is outdated, redundant, and problematic. This creates an increasing need for eWISACWIS to be more efficient. Given the significant amount of time that CW Professionals spend documenting casework responsibilities, this is an area that the Department could look into further to determine if efficiencies could be achieved. Ideally, eWISACWIS would be modernized to expand the system's capabilities. This could include simplifying the capturing of data through document imaging technology, programming the system to automatically populate duplicative fields, and allowing remote access to the system through mobile devices.

> In 2017, the Arizona Department of Child Safety began an initiative to provide tablets to its approximately 1,400 investigators and case managers. They selected a software platform that would help child welfare workers in the field with four different applications—Mobile Visits, Mobile Investigations, Mobile Self-Service, and Mobile Uploads—all designed to change the ways caseworkers access information and better serve the clients who interact with health and human services agencies.

As noted above, most CW Professionals shared that they do not have the ability to take family notes or work on developing plans while they are in the field. While some of this is unavoidable, focus group participants shared that there are many instances where they did have the time to do this work, but they do not have the technology needed in the field to do so. CW Professionals noted smart phones, tablets, laptops, and hot spots/WiFi access as resources that could greatly enhance their ability to do their work while somewhere other than the office. For example, laptops or tablets could be used in combination with a hotspot to work on a permanency plan and/or data entry in eWISACWIS while waiting in court, and a smart phone with voice transcription capabilities would allow the CW Professional to document family notes using talk-to-text features.

During focus groups, CW Professionals expressed a desire to improve their ability to work from home. However, it is important to note that focus groups for this project were conducted before the COVID-19 pandemic sent CW Professionals to work from home beginning in March 2020. As such, some technology updates and systems may already be in place to support current and future work from home options for CW Professionals.

Areas for Future Research Related to Technology

1. Seek to improve data quality in eWiSACWIS through reducing redundancy or inefficient data entry.
2. Explore implementing technologies such as voice transcription to allow CW Professionals to document notes while out in the field. If full voice transcription is not feasible, encourage CW Professionals to utilize voice recordings of their notes, and utilize administrative staff or volunteers (see Resources section) to transcribe the voice recordings.
3. If virtual work from home continues to be a viable option following the COVID-19 pandemic, agencies should continue to provide CW Professionals with the appropriate tools and resources to work from home.
4. If continued telework is allowed, agencies may want to establish telework policies and procedures to ensure it is implemented equitably across the state and CW Professionals are working effectively virtually.

8.2.4 Resources and Services

In addition to technology that is lacking or missing, CW Professionals reported additional resource-related challenges. Responses from the WI Worker Satisfaction Flash Survey indicated that one of the biggest stressors for CW Professionals is the lack of resources for families. During focus groups, many CW Professionals expressed that there is a lack of transportation that is available for traveling to do home visits, transporting children to appointments, visiting children at school, etc. While some agencies may have a vehicle that can be used for these purposes, one vehicle is not sufficient to share between all CW Professionals, and therefore the process for reserving the vehicle is problematic. In these families, and when the agency does not have a shared vehicle, this results in CW Professionals using their own vehicles to do their jobs. The added wear to the vehicle, maintenance expenses, and additional resources needed (e.g., car seats or booster seats) are therefore added to the plates of CW Professionals.

Agencies and CW Professionals also face the challenge of a lack of services available for children and families. Having access to services and providers for therapy, drug or alcohol resources, housing and job assistance, etc., is critical to the well-being of the children and families that CW Professionals work with. However, in many instances, particularly in smaller local child welfare agencies, these services are completely unavailable, have long waitlists, or are a long distance away (sometimes in other local child welfare agencies). Because of this, children and families are not getting access to these services and if they are, it may again be the responsibility of the CW Professionals to provide transportation to the child or family for getting them to appointments.

San Francisco Human Services Agency (HSA) has been able to increase the number of foster parents applying by more than 300% since partnering with Binti, an organization that builds foster family approval software. This partnership has included building a mobile-friendly online portal for families, a public-facing recruiting website, and software for social workers to help streamline administrative processes.

Finally, many agencies are facing the challenge of recruiting foster parents/families. Results of the WI Worker Satisfaction Flash Survey indicated that pressure to create placement resources was ranked highest among stressors for CW Professionals with foster care responsibilities and was greatest for employees in the Northern and Western regions. Additionally, another top stressor among those with foster care responsibilities is the amount of time required to work successfully with community members to recruit and support foster families. Recommendations within the Community Outreach and Education section may help to address this need.

Areas for Future Research Related to Resources

1. Continue to assess workload related to documentation, communication, and other tasks that can be made more efficient through technological resources.
2. Explore the feasibility of using volunteers (once certified or licensed) to provide transportation services.
3. Implement rigorous recruitment and retention of foster parents, including working with private agencies where feasible.

8.2.5 CW Professionals Shortage and Employee Turnover

Focus group participants shared that there is frequent employee turnover due to stress, burnout, low compensation, and employees leaving for opportunities in other, bigger local child welfare agencies. This creates a shortage of CW Professionals and increases the workload for the remaining CW Professionals. Participants also noted that in some cases, supervisors may not have either the knowledge or time necessary to provide sufficient support to the CW Professionals they supervise. DCF should assist the local child welfare agencies in identifying where staffing appears critically low and can offer recommendations and support for addressing the source of staffing issues. Participants also noted that child welfare work tends to be mentioned in the media when things go wrong, but it would be beneficial to highlight positive stories both for morale of current employees and for recruitment of new CW Professionals.

Georgia's Division of Family and Children's Services (DFCS) is partnering with Georgia State University to train child welfare caseworkers and their supervisors on how to prevent depression, anxiety, burnout, and turnover due to secondary traumatic stress.

In determining what process or resource changes may be needed, the Department and agencies could compare the time study results to performance measures and outcomes to pinpoint where higher volumes of work may be negatively affecting desired outcomes in the agencies.

Areas for Future Research Related to CW Professionals Shortage and Turnover

1. Increase focus on effective supervision for CW Professionals, and ensure supervisors receive quality support and training. The quality of supervision received by CW Professionals is one of the most important factors in child welfare workforce retention.
2. Due to the stress related to the trauma CW Professionals experience and are exposed to on the job, DCF and individual agencies should focus on building a resilient workforce culture that helps CW Professionals manage stressful situations and recover.
3. Larger agencies should continue to support the use of specialists, but maintain awareness of possible CW Professionals departures or shortages, and to the extent possible, plan precautions to ensure the proper mix of CW Professionals to caseloads.
4. Proactively share the positive impact that CW Professionals have on children and families to attract and retain qualified professionals in the industry.
5. Develop a strategic communication plan. This assists in ensuring clear and regular communications to staff are provided, that is in turn a frequently cited contributor to high performing organizations.
6. Respond to media reports with educational press releases and explanations.
7. Work with the media to share positive news stories and hold press conferences about child protective service, child welfare, and youth justice initiatives and outcomes.

8.2.6 Community Outreach and Education

When asked about solutions to help address existing challenges, focus group participants expressed the importance of county-level community outreach efforts to help garner additional support from members of the community, receive donations, and increase awareness of available resources.

DCF should continue to support efforts to educate the public regarding observation, preventive measures, and volunteer opportunities to combat child abuse in the community. Educating the public to help prevent the enabling conditions and the occurrence of abuse helps to reduce the burden carried by children and the CW Professionals. Advertising and awareness programs using social media platforms provide an effective and low-cost means to promote child safety initiatives, volunteer recruiting, and improve the overall outreach to the community.

The Up2UsNow Coalition in Oregon is a partnership between local agencies, organizations, and individuals that work to prevent child abuse. As part of this coalition, youth in the community are taught about aspects of violence and other types of prevention. They also receive technical media training from local professionals, which they then use to create videos for YouTube, websites, and local and community television PSAs. This helps to create community awareness around child abuse and potentially reduce families. In fact, the success of the coalition is measured by seeing a reduction in families of child abuse.

Opportunities to partner or continue partnerships with related organizations such as Big Brothers Big Sisters and the YMCAs and YWCAs represent a means to leverage resources and investments in the community. Such partnerships should help identify potential volunteers to provide services, serve as foster families, and promote additional outreach and education initiatives.

Areas for Future Research Related to Community Outreach and Education

1. Continue to monitor other States and their efforts to improve community outreach and education through social media, creative advertising methods and virtual events.
2. Utilize social media platforms (e.g., Facebook, YouTube, Twitter) to connect with the community and related organizations and advertise community programs and events.

Chapter 9: Conclusion

This Workload Study was conducted to review work activity for CW Professionals to allow DCF and individual agencies to make informed decisions about work distribution and CW Professionals allocation, as well as recommend manageable workloads for CW Professionals. The Staffing Allocation Model and associated Workload and Staffing Tool can help determine optimal ways to staff local child welfare agencies across the State.

Using the time study data and input from experienced CW Professionals across the state, the average time required per family each month by practice area was estimated. These times were then used to calculate the number of families per month that CW Professionals should carry. Exhibit 9-1 provides these estimated family servicing times and contextual family standards. The table below presents the results of the time study and optimal time workshop analyses of average monthly servicing times (in hours and minutes) per family for each practice area. These service times were translated into an estimated contextual standards range (+/- ~10%) of families per month for staff assignment. Youth Justice Intake and Youth Justice Ongoing estimates have little other benchmarking by which to compare the time study estimates and should be interpreted with caution.

Exhibit 9-1: Average Monthly Family Servicing Times and Workload Recommendations, by Practice Area

Source	Access	Initial Assessment	Recruiting/ Licensing/ Kinship	Ongoing Services	Youth Justice Intake	Youth Justice Ongoing
Time Study Estimates	2:28	7:32	5:41	11:12	6:21	7:23
Time Study Families per Month	43-52	14-17	19-23	9-11	17-20	14-17
Optimal Estimates	2:40	15:52	7:42	13:07	6:21	7:40
Optimal Families per Month	39-48	7-8	14-17	8-10	17-20	14-17

Additionally, the operational efficiencies findings from this study provide potential avenues for future changes to improve the work experience of CW Professionals across the state. These key operational efficiencies focus on identifying improvements related to:

- Processes and procedures
- Training
- Technology
- Resources
- CW Professionals shortages and employee turnover
- Community outreach and education

With recommendations across these areas, there are a variety of ways in which the State and individual agencies can work to improve various aspects of the work experience for employees.

Appendix A: Interview and Focus Group Sampling Plan – October 16, 2019

This document presents the rationale and recommendations for sampling participants for interviews and focus groups for the Wisconsin Child Welfare workload study. This phase involves conducting interviews and focus groups with agency child welfare staff, including caseworkers, case aides, supervisors, administrative staff and other staff that directly participate in the provision of child welfare services. This phase of the project is less concerned with statistical accuracy of the sample and more with ensuring the development of a comprehensive Child Welfare Service and Task list, identification of major issues affecting low, medium, and high workload to staffing agencies, and gathering input on current workforce challenges, service provision policies, and solutions to potential challenges. That said, the information presented in this plan helps inform the development of the sampling plan for the time data collection.

In addition to the recommendations in this plan, an agency director survey regarding interest in participation and other relevant feedback has also been taken into account. Based on indications that Milwaukee DPS/CHW/SaintA comprise approximately 15% of overall staffing and more than 20% of total cases, we recommend that Milwaukee County entities participate in both phases of data collection. The remainder of the document is organized into Statistical and Practical considerations regarding agency participation in interviews and focus groups.

Statistical Considerations

For each agency, the following information was considered in determining how many and which agencies would be invited to participate in the data collection. In particular, we sought to ensure that there was consideration of each of these items within each of the five regions to optimize adequate representation in the designated sample.

1. The total number of child welfare cases for the agency
2. The total population of the county
3. The average child welfare budget dollars of the agency, per child
4. The average number of cases of each type that each worker carries over the course of 1 year
5. The caseworker to supervisor ratio of the agency
6. The percentage of full vs. part-time child welfare care workers
7. Staff turnover percentage by position for the past 3 years
8. Urban vs rural areas and consideration of travel time related to delivering services
9. The percentage of cases that involve removals due to substance abuse
10. Approximate number of tribal cases or other indication of tribal involvement in services provided
11. Information on how agencies manage caseload and workload, specifically:
    a. Participation in alternative response, courtesy supervision or other pilot programs
    b. Are staff “on-call” for services and if so, approximate number of hours per month per staff
    c. Do supervisors carry caseloads
    d. Role of case aides/paraprofessionals
    e. Additional requirements on child welfare services (local mandates)

We conducted some preliminary analyses of the correlations between population, the number of child welfare cases, the number of children in child welfare, the number of out of home cases, and agency total child welfare budget. Results indicated Pearson product-moment correlations all above

0.90. This indicates that any of these criteria used alone will adequately sample across all of these characteristics. We also found agency budget to be highly correlated with population.

Ultimately, the size and stratification of the sample for statistical purposes is related to ensuring the representation of:

1. Agencies that have high, medium and low workload to staff ratios
2. Agencies that have high, medium and low staff to supervisor ratios
3. Agencies that are greatly affected by the substance abuse/opioid crisis and any that may not be
4. Agencies that use Alternative Response and those that do not
5. Agencies where supervisors carry caseloads and those that do not
6. Agencies where caseworkers perform multiple services and agencies where they are specialized
7. Agencies that use other means for servicing child welfare cases not present in the majority of agencies

Practical Considerations

In addition to the statistical considerations related to representation of salient case servicing, workload and other quantifiable factors, practical considerations also guided our recommendations. These include:

1. Caution to not over sample agencies that have high case to worker ratios so as to not adversely affect those agencies by taking their staff away from the job.
2. Consideration of the total number of interviews and focus groups that could reasonably be accommodated by ICF staff within the timeframe for the data collection.
3. Consideration of the agency's "desire/motivation" to participate in the data collections.
4. For in person focus groups, all other things being equal, select agencies that are more conveniently located closer to potential live interviewing sites.

Interview Sampling

Based on our previous experience and the factors identified above, we recommend conducting interviews with a small sample of agency directors and supervisors and focus groups with caseworkers and case aides/administrative staff as indicated in Table 1. At this time, all agencies would be viable for inviting to participate in interviews given they would be conducted by phone. In addition to the regional representation, we would like to sample participants within job categories that would be expected to have high, medium, and low workload to staff ratios and include participants in agencies where Alternative Response is used and not used. Table 2 presents a distribution of agencies by salient caseload/budget and Alternative Response categories. For focus groups, we would like to include 4-6 participants per session, so this may require more smaller agencies to participate given they have fewer caseworkers on staff.

Table 1. Target Number of Participants

Region	**Interview Participants**		**Focus Group Participants**	
	Directors	**Supervisors**	**Caseworkers**	**Case Aides/ Administrative Staff**
NW	2	2	8-10	4-6
Western	2	2	8-10	4-6
NE	2	2	8-10	4-6
Southern	2	2	8-10	4-6
SE	2	2	8-10	4-6
Milwaukee (SE)	3 (SaintA, DMCPS, CHW)	3	10-12	5-6
Total	**13**	**13**	**50-62**	**25-36**

Table 2. Distribution of Agencies by Workload/Budget and Alternative Response

Workload/Budget (Based on 2018 Cases and 2019 Budget)		**Alternative Response (based on listing in https://dcf.wisconsin.gov/cwportal/access-ia/ar)**	
High	Fond Du Lac, Sheboygan, Marathon, Eau Claire, Lacrosse, Outagamie, Kenosha, Rock, Brown, Racine, Dane, Milwaukee	No	Sheboygan, Kenosha, Rock, Dane, Milwaukee, Iron, Pepin, Marquette, Florence, Vilas, Forest, Bayfield, Burnett, Adams, Price, Lafayette, Kewaunee, Iowa, Buffalo, Juneau, Rusk, Door, Ashland, Sawyer, Richland, Taylor, Lincoln, Green, Crawford, Oconto, Vernon, Trempealeau, Jackson, Oneida, Shawano, Saint Croix, Dunn, Marinette, Clark, Monroe, Polk, Columbia, Grant, Douglas, Portage, Ozaukee
Low	Iron, Pepin, Marquette, Florence, Vilas, Forest, Bayfield, Burnett, Adams, Green Lake, Price, Lafayette, Kewaunee, Iowa, Buffalo, Juneau, Rusk, Door, Ashland, Menominee, Sawyer, Langlade, Richland, Calumet, Taylor, Lincoln, Green, Crawford, Oconto, Vernon, Pierce, Trempealeau, Jackson, Oneida, Shawano, Saint Croix, Dunn, Marinette, Clark, Monroe, Polk, Columbia, Barron, Sauk, Grant, Douglas, Portage, Ozaukee, Jefferson, Dodge, Mantiwoc	Yes	Green Lake, Waushara, Menominee, Langlade, Calumet, Pierce, Waupaca, Barron, Sauk, Chippewa, Jefferson, Dodge, Mantiwoc, Fond Du Lac, Marathon, Eau Claire, La Crosse, Outagamie, Winnebago, Brown, Racine

At this time, we propose that the agencies shown in Table 3 be considered to participate in interviews and focus groups, by region, to optimize the representation of key workload factors as described above. We anticipate that interviews would be conducted over the phone. For focus groups, we suggest that the ICF data collection team travel to one location per region. Staff from other locations could travel to the focus group site, or if that is not possible, additional sessions could be conducted virtually.

Table 3. Proposed Agencies for Interviews and Focus Groups

Region	Interviews (Directors/ Supervisors)	Focus Groups (caseworkers/case aides)
Northern	Marathon, Price	Marathon, Price
Western	Eau Claire, Polk, Pepin	Eau Claire, Polk, Pepin
NE	Sheboygan, Waushara	Sheboygan, Waushara
Southern	Dane, Lafayette	Dane, Lafayette, Columbia
SE	Waukesha, Milwaukee (SaintA, DMCPS, CHW), Kenosha	Waukesha, Milwaukee, Kenosha

Appendix B: Time Study Sampling Plan – October 31, 2019

This document presents the rationale and recommendations for sampling participants for the time study data collection for the Wisconsin Child Welfare workload study. This phase involves conducting a time study of child welfare staff across the state that is representative, efficient, and effective for informing staff caseloads and workload and child welfare success outcomes across all relevant staff positions. During this phase, we will collect data from a representative sample of current child welfare staff on how much time they spend on all case- and non-case related services and tasks. Prior to the beginning of the data collection period, participants will be trained on the appropriate use of the time data collector (TDC) tool. Data will then be collected for four weeks, to allow for collecting all services and tasks that would occur during a given month. The information presented in this plan will also help inform participants to be included in subsequent data review workshops, intended to gather feedback on the time data collection results.

In addition to the recommendations in this plan, an agency director survey regarding interest in participation and other relevant feedback has also been taken into account. Based on indications that Milwaukee DPS/CHW/SaintA comprise approximately 15% of overall staffing and more than 20% of total cases, we recommend that Milwaukee County entities participate in all phases of data collection. The remainder of the document is organized into Statistical and Practical considerations regarding agency participation in the time study data collection.

Statistical Considerations

For each agency, the following information was considered in determining how many and which agencies would be invited to participate in the data collection. In particular, we sought to ensure that there was consideration of each of these items within each of the five regions to optimize adequate representation in the designated sample.

1. The total number of child welfare cases by type, for each county (Data provided by DCF 9.2019)
2. The total population of the county
3. The average child welfare budget dollars of the agency, per child
4. The average number of cases of each type that each worker carries over the course of 1 year
5. The caseworker to supervisor ratio of the agency
6. The percentage of full vs. part-time child welfare care workers
7. Staff turnover percentage by position for the past 3 years
8. Urban vs. rural areas and consideration of travel time related to delivering services
9. The percentage of cases that involve removals due to substance abuse
10. Approximate number of tribal cases or other indication of tribal involvement in services provided
11. Information on how agencies manage caseload and workload, specifically:
    a. Participation in alternative response, courtesy supervision or other pilot programs
    b. Are staff “on-call” for services and if so, approximate number of hours per month per staff
    c. Do supervisors carry caseloads
    d. Role of case aides/paraprofessionals
    e. Additional requirements on child welfare services (local mandates)

We conducted some preliminary analyses of the correlations between population, the number of child welfare cases, the number of children in child welfare, the number of out of home cases, and agency total child welfare budget. Results indicated Pearson product-moment correlations all above

0.90. This indicates that any of these criteria used alone will adequately sample across all of these characteristics. We also found agency budget to be highly correlated with population.

Ultimately, the size and stratification of the sample for statistical purposes is related to ensuring the representation of:

1. Agencies that have high, medium and low workload to staff ratios
2. Agencies that have high, medium and low staff to supervisor ratios
3. Agencies that are greatly affected by the substance abuse/opioid crisis and any that may not be
4. Agencies that use Alternative Response and those that do not
5. Agencies where supervisors carry caseloads and those that do not
6. Agencies where caseworkers perform multiple services and agencies where they are specialized
7. Agencies that use other means for servicing child welfare cases not present in the majority of agencies
8. Agencies with higher and lower proportions of Tribal cases

Practical Considerations

In addition to the statistical considerations related to representation of salient case servicing, workload and other quantifiable factors, practical considerations also guided our recommendations. These include:

1. Consideration of the number of counties participating in the time study, in order to ensure adequate total coverage of cases and caseworkers in each of the five regions, and across the state.
2. Consideration of the agency's "desire/motivation" to participate in the data collections.

Time Study Sampling

At this time, we propose that the agencies shown in Table 1, by region, be considered to participate in the time study, to optimize the representation of key workload factors as described above. Within each of these agencies, we recommend that all staff who contribute to services on cases participate in the time study. Based on the agencies proposed in Table 1, a breakdown of staff, by job role, is provided in Table 2.

Table 1. Proposed Agencies for Time Study

Region	Agency
Northern	Wood, Sawyer, Forest, Iron, Marathon, Portage, Vilas
Western	Polk, Lacrosse, Burnett, Chippewa, Dunn, Eau Claire
NE	Manitowoc, Winnebago, Brown, Door, Kewaunee, Shawano
Southern	Rock, Dane, Green, Juneau, Lafayette
SE	Waukesha, Milwaukee, Kenosha, Racine

Table 2. Number of Staff in Proposed Agencies for Time Study

	Access/ Intake Worker	**Case Aide**	**Case Manager/ Caseworker**	**Foster Care Coordinator/ Licensing Specialist**	**Initial Assessment/ Investigator**
Northern	37	11	58	6	37
Western	35	11	70	8	28
NE	47	16	135	11	60
Southern	48	32	95	10	32
SE	59	12	288	37	148
Total	**226**	**82**	**646**	**72**	**305**

Appendix C: Communications and Outreach Materials

Workload Study Announcement to Local Agency Directors

Greetings,

We are writing to update you on a project that DCF and WCHSA are embarking on, the Child Welfare Workload Study. This e-mail will provide you with background information about the Workload Study, the goals of the study, a timeline, and representation in overseeing and planning for the study. We believe that the Workload Study will provide Wisconsin with vital information about reducing child welfare workload throughout the state and will be a key step in addressing high caseloads throughout the state. We are excited to collaborate with all of you to make this endeavor as meaningful and valuable to understanding the experiences of our state's local child welfare agencies as possible.

Background Information

As you are well-aware, in recent years many counties have seen dramatic increases in the number of children in out-of-home care and overall caseloads. In 2017, WCHSA established a Child Protective Services Caseload Study Committee, which included the participation of local agency directors and managers as well as DCF. This committee made recommendations related to caseload standards and funding. Building on the work already done by WCHSA, the state has contracted with a vendor, ICF Inc., LLC; to conduct a statewide Child Welfare Workload Study in order to gain an understanding of the resources needed to complete child welfare functions in Wisconsin.

Goals

The goals of the Workload Study are to:

- Establish a comprehensive picture of child welfare workload, case management, and staffing levels throughout the state;
- Recommend manageable workloads for local child welfare caseworkers, supervisors, and case aids; and
- Identify areas where there may be efficiencies that could decrease workload.

Timeline

The Workload Study will be conducted in multiple stages, as follows:

In the fall:

- A webinar providing information about the Workload Study will be shared with local child welfare agency leadership
- ICF will select a sample of counties in the balance of the state as well as DCF's Division of Milwaukee Protective Services (DMCPS) to participate in a local child welfare agency interview/focus group and the time study
- ICF will conduct interviews/focus groups with caseworkers and supervisors to gather information about child welfare in Wisconsin

In early 2020:

- ICF will conduct a time study over a 4-week period in which staff from local child welfare agencies selected to be part of the sample will complete a data collection tool that keeps track of their tasks and the amount of time that it takes to complete them. Staff will receive training on how to complete the tool.

In the spring/summer of 2020:

- ICF will conduct follow-up focus groups with supervisors and managers to further examine the time study results.
- ICF will analyze time study and focus group data and will provide a report that includes suggested workload and caseload standards and recommendations on areas of efficiencies that could decrease workload.

Oversight Committee:

In order to ensure representation in the oversight and planning of the Workload Study, DCF has asked WCHSA to appoint county representatives from the balance of state to be part of an Oversight Committee that will advise DCF on the Workload Study as well as issues relating to caseload and workload that arise in the strategic planning discussions. In addition to DCF and DMCPS representatives, the individuals who are serving on this committee are as follows:

Vicki Tylka	Marathon
Sue Sleezer	Green Lake
Lisa Roberts	Waukesha
Jason Witt	La Crosse
Sara Kissinger	Dane
Sarah Reese-Socha	Price
Sue Zuber	Fond du Lac
Kris Korpela	Dunn
Kerry Milke	Racine
Bridget Chybowski	DMCPS
Megan Paschke	Children's
Amber Dobson	SaintA
Nadine Sherman	DMCPS (IA Supervisor)

Questions/Next Steps:

Please feel free to reach out to us with any questions about the Workload Study. In the early fall, you can expect to receive more information about the Workload Study Webinar that ICF will be sharing with local child welfare agency leadership.

Thank you in advance for your time and shared commitment to improving outcomes for the children and families served by the Wisconsin child welfare system.

Webinar Session Introduction

Subject: DCF/WCHSA Workload Study
Sender: ICF
Recipients: Local Agency Directors

Greetings,

As communicated previously, DCF and WCHSA are embarking on a Child Welfare Workload Study which aims to establish a comprehensive picture of child welfare workload, case management, and staffing levels throughout the state; recommend manageable workloads for county child welfare caseworkers, supervisors, and case aids; and identify areas where there may be efficiencies that could decrease workload.

ICF, the contractor assisting with this effort, will be conducting a series of webinars for County Directors to provide an introduction to the study, describe each phase, and explain what your county's voluntary involvement in the study may be. Please plan to attend one of the following three webinar options:

- **Tuesday 10/1 from 1-2pm**
- **Thursday 10/3 from 10-11am**
- **Monday 10/7 from 2-3pm**

Meeting invitations will be sent shortly. A recorded version of the webinar will be available if you are unable to attend during these times, but we ask you to please join a live session if possible.

For questions or concerns about the Child Welfare Workload Study, please contact Rachel Nili at Rachel.Nili@wisconsin.gov or Jessica Jenkins at Jessica.Jenkins@icf.com.

Webinar Session Invitations

Subject: DCF/WCHSA Workload Study Webinar (Option X of 3)
Sender: ICF
Recipients: Local Agency Directors

Please join us to learn more about the DCF/WCHSA Workload Study. In this session we will provide an introduction to the study, describe each phase, and explain what your county/location's voluntary involvement in the study may be. Please confirm your attendance for this webinar session by accepting the meeting invitation. If you are unable to join one of the three live webinar sessions, please send an email to Jessica.Jenkins@icf.com to request a recorded webinar.

Join the webinar by clicking on the Skype Meeting link below. You can also dial into the meeting using the phone number below. The PowerPoint presentation will be provided in advance of this webinar so that you are able to follow along should you have trouble joining the Skype meeting.

Agency Director Survey Request

Subject: Invitation: Child Welfare Workload Study Survey
Sender: ICF
Recipients: Agency Directors

Hello,

As part of DCF/WCHSA's statewide child welfare staffing and workload evaluation, we would like to gather some preliminary input from you through a brief online survey. The survey should only take 5-10 minutes of your time and is needed to gather input regarding your interest in having your agency participate in each of the data collection tasks, as well as to collect some basic data on your agency. The survey will be open through **Monday, October 14th**.

We strongly recommend attending one of the introductory webinars about the study (or requesting a recorded webinar from Jessica Jenkins at Jessica.Jenkins@icf.com if you are unable to attend live) prior to completing the survey.

Please access the following link to complete the survey: https://survey.icfsurveys.com/se/04BD76CC3C43E955

For questions or concerns about the Child Welfare Workload Study, please contact Rachel Nili at Rachel.Nili@wisconsin.gov or Jessica Jenkins at Jessica.Jenkins@icf.com.

Thank you.

Interview and Focus Groups Request

Subject: Response Requested: DCF Workload Study Focus Groups/Interviews
Sender: ICF
Recipients: Local Agency Directors and Supervisors selected to participate in interviews

Hello,

As part of DCF/WCHSA's statewide child welfare staffing and workload evaluation, we would like to request your agency's participation in upcoming interviews and focus groups. These sessions will be used to learn more about child welfare work in your agency, perceptions of workload, and the challenges being faced by child welfare staff in your agency and across the state. The information gathered will help us gain a comprehensive understanding of the way work is performed across agencies and inform development of the data collection tool that will be used in the upcoming time study.

Your agency has been selected in our sampling plan to participate in both interviews and focus groups:

Phone Interviews – 60 min each, between X-X

- 1 interview with agency director and child welfare manager
- 1 interview with supervisor(s)

Focus groups – 90 min each, tentatively on X and X

- 1 focus group with 4-6 caseworkers (covering access, IA, ongoing, ongoing-YJ, and licensing/recruiting)
- 1 focus group with 4-6 case aides or other admin staff who contribute to casework, if applicable within your agency

The focus groups in your region will be held in X. If it is not possible for your staff to travel there, focus group sessions can be held virtually if needed. We recognize that the number of staff and worker types vary from county to county. If the above structure for focus groups does not fit your agency's staffing, please let us know and we will figure out an alternate structure.

We strongly encourage your participation; however, if your agency is not able to participate in this phase, please let us know as soon as possible so that we may revise our sampling plan. If you are able to participate, please provide a point of contact who will be able to assist with scheduling at your earliest convenience.

We recognize the time commitment required to participate, and greatly value your agency's contribution to the staffing and workload evaluation.

For questions or concerns about the Child Welfare Workload Study that you would like to direct to DCF, please contact Lisa Hankes at lisa.hankes1@wisconsin.gov.

We look forward to hearing from you.

Time Study Participation Request for Leadership

Subject: Child Welfare Time Study Participation Request
Sender: ICF
Recipients: Leaders of agencies identified to participate in the time study

Hello,

As part of DCF and WCHSA's Child Welfare Workload study, we would like to request your agency's participation in a 1-month time study.

- *What is the purpose of the time study?*
    - The time study will help us address the amount of time spent on the various services, tasks, and other work and non-work activities that are required to comply with law, policy, and regulations and to provide critical client outcomes across the state of Wisconsin. It is a critical component of the workload study that informs us about the way work is currently performed.
- *How was my agency selected?*
    - Your agency was selected based upon a sampling plan that takes a variety of characteristics into account to ensure appropriate representation across the State. The sampling plan was reviewed and finalized based upon input from the Workload Study Steering Committee.
- *What is the time commitment for staff to participate?*
    - If you agree for your agency to participate, we will conduct training sessions on how to complete the time study in late February. Each participant is encouraged to attend *one 60-minute webinar* that will provide background information and instruction on how to accurately record and submit information throughout the time study.

- After staff are trained, the time study will take place throughout the month of March. A month long data collection period helps ensure that casework requirements based on monthly cycles are captured, and that these activities are collect from a wide sample of staff across all participating agencies. Within the selected agencies, we would like **all** staff who contribute to child welfare casework (which includes supervisors, case aides and support staff, CPS and youth justice workers) to participate in the study to ensure we are gathering comprehensive, accurate information about the time requirements for casework in your agency. On average, it should take each person no more than about *10 minutes per day* to record their time once they are familiar with the process.

Please respond to this email to indicate whether you are willing for your agency to participate in the time study or to ask any questions that you may have before you make a decision. As mentioned above, participation in the study will require involvement from all staff who contribute to child welfare casework within your agency.

More information about the study, including the work plan and overview slides, is located in the following Google Drive folder:
https://drive.google.com/drive/folders/132ffwRuD_6LDF9L8jP8yixQCtJcOxUdu

The files are password protected and must be downloaded to be opened. The password is: WIDCF

For questions or concerns about the Child Welfare Workload Study, please contact Lisa Hankes at lisa.hankes1@wisconsin.gov or Jessica Jenkins at jessica.jenkins@icf.com.

Time Study Participation Request from Leadership to Staff

[After an agency leader agreed to participate, they were provided with the following draft email language to tailor and distribute to their staff, as they saw fit]

Greetings,

As you are aware, DCF and WCHSA are conducting a statewide child welfare staffing and workload evaluation to identify valuable, research-driven findings to support DCF's mission to ensure the safety, permanency, and well-being of all children and youth in Wisconsin. The overarching goals of the study are to:

- Establish a comprehensive picture of child welfare workload, case management, and staffing levels throughout the state;
- Recommend manageable workloads for local child welfare caseworkers, supervisors, case aids, and related staff; and
- Identify areas where they may be efficiencies that could decrease workload.

Our agency has been selected to participate in the time study portion of this effort.

- *What is the purpose of the time study?*
    - The time study will help the study team address the amount of time spent on the various services, tasks, and other work and non-work activities that are required to comply with law, policy, and regulations and to provide critical client outcomes

across the state of Wisconsin. It is a critical component of the workload study that informs the way work is currently performed.

- *How was our agency selected?*
    - Our agency was selected based upon a sampling plan that takes a variety of characteristics into account to ensure appropriate representation across the State. The sampling plan was reviewed and finalized based upon input from the Workload Study Steering Committee. All staff who contribute to child welfare casework in our agency are strongly encouraged to participate.
- *What is the time commitment?*
    - In late February, you will be asked to attend one 60-minute webinar that will provide background information and instruction on how to accurately record and submit information throughout the time study.
    - The time study will take place throughout the month of March. A month long data collection period helps ensure that casework requirements based on monthly cycles are captured. On average, it should take no more than about 10 minutes per day to record your time once you are familiar with the process.

Your participation in the time study is critical to its success. This is your opportunity to tell your story, document the hard work that you do, and contribute to recommendations to help improve workload across the State. More details about the time study are forthcoming, but at this stage, I wanted to provide you with awareness about the study and emphasize the importance of your participation.

More information about the study, including the work plan and overview slides, is located in the following Google Drive folder:
https://drive.google.com/drive/folders/132ffwRuD_6LDF9L8jP8yixQCtJcOxUdu

The files are password protected and must be downloaded to be opened. The password is: WIDCF

If you have any questions or concerns about the Child Welfare Workload Study, please don't hesitate to contact me.

Time Study Training Session Invitation

Subject: Child Welfare Time Study Training Session
Sender: ICF
Recipients: Staff identified to participate in time study

Hello,

Please join us on [date/time] for a virtual training session on completing the upcoming time study. Please confirm your attendance for this webinar session by accepting the meeting invitation.

If you are unable to join the training session, please email Jessica.Jenkins@icf.com.

Join the training session by clicking on the Skype Meeting link below. You can also dial into the meeting using the phone number below. The PowerPoint presentation will be provided in advance of this training so that you are able to follow along should you have trouble joining the Skype meeting.

Time Study Kick-Off

Subject: Child Welfare Time Study Kick-Off
Sender: ICF
Recipients: Staff participating in time study

Hello,

The time study officially kicks off tomorrow, [date]. Attached please find the time study data collector tool and associated supporting materials to use to complete the time study over the next month.

We will check in with you halfway through the time study, and send you a reminder to submit your completed data collector tool on [dates]. Throughout the study, please do not hesitate to reach out with any questions and concerns. We can be reached at [help desk email address].

Thank you in advance for your valuable time and participation in the time study! Your input is critical to the success of the overall Child Welfare Workload Study.

Thank you.

Time Study Check-In

Subject: Child Welfare Time Study Check-In
Sender: ICF
Recipients: Staff participating in time study

Hello,

Thank you for beginning the time study this week. As a reminder, we would like all staff participating in the study to submit their time data at the completion of their work day tomorrow, Friday, March X.

We kindly request that you send a brief reminder to all staff that they should email their Time Data Collector Tool (TDC) to the Wisconsin Workload Study inbox at the end of the day tomorrow. To do so, staff should**.**

- Confirm they have saved their TDC file with their own first and last name (for example, WI TDC.John.Smith).
- Select the TDC from where it is saved on their computer and attach it to the body of an email, then send to: WisconsinWorkloadStudy@icf.com.

Note that staff should continue to use the same TDC file through X.

If you or your staff have any questions, please email WisconsinWorkloadStudy@icf.com and an answer to your question will sent back by the next business morning, or sooner.

Thank you.

Data Review Workshop Agency Participation Request

Subject: Child Welfare Workload Study – Request for Workshop Participation
Sender: ICF
Recipients: Agencies identified to participate in the data review workshops

Greetings,

We are writing to update you on the progress of the DCF/WCHSA Child Welfare Workload Study. The time study was conducted from March 1st through March 15th, 2020 and two weeks of data was collected. Over the past several months, the results of the time study have been reviewed and analyzed by the ICF team. The next step in the process is to conduct follow-up workshops to help further examine and validate the time study workload and caseload results, as well as gather additional feedback on the optimal allocation of time across practice areas.

We are reaching out to request your agency's participation in these upcoming workshops, which are scheduled to take place **virtually** between **August 31st – September 18th, 2020**. Each workshop will be scheduled for **1.5 hours** and will include **4-6 participants**. Participants will include staff from both agencies who participated in the time study and agencies that did not participate, in order ensure a diverse range of feedback is captured. We would like for participating staff to have at least 3 or more years of experience (if possible) in the Practice Area for which they would be participating.

If your agency is interested in participating, please respond to this email to confirm by end of day **Tuesday, August 25th.** We also ask that you identify the names of **4 – 5 staff** who would be willing and available to participate in a workshop. Where feasible, it would be best to identify staff that represent a variety of the following areas: Access, Initial Assessment, Ongoing Services, Youth Justice Intake, Youth Ongoing Services, and Recruitment/Licensing/Kinship.

We ask that you provide staff names, practice areas (based on the list above), and contact information. Once we have confirmed your agency's interest in participating and the participants you have identified, we will begin scheduling workshops. To ensure that we have appropriate representation across the planned sessions, all of your identified staff may not necessarily receive invitations to participate.

For questions or concerns about the Child Welfare Workload Study, please contact Lisa Hankes at lisa.hankes1@wisconsin.gov or Jessica Jenkins at jessica.jenkins@icf.com.

Thank you.

Data Review Workshop Individual Participation Request

Subject: Child Welfare Workload Study – Request for Data Review Workshop Participation
Sender: ICF
Recipients: Staff identified to participate in the data review workshops

Greetings,

We are writing to update you on the progress of the DCF/WCHSA Child Welfare Workload Study. The time study was conducted from March 1st through March 15th, 2020 and the results of the time study have been reviewed and analyzed by the ICF team. We are now scheduling follow-up workshops to help further examine and validate the time study workload and caseload results, as well as gather additional feedback on the optimal allocation of time across practice areas.

As you may be aware, your agency has recommended you for participation in a workshop. The **90-minute** workshops are scheduled to take place **virtually** between **August 31st – September 18th, 2020.** Each workshop will include 4-6 participants from agencies across the state who work in the same practice area.

In order to gauge your availability, we kindly ask that you complete a brief doodle poll by **12pm CST, Wednesday August 26th**. We will then send you a follow-up outlook meeting invitation for a specific workshop date and time that best aligns with your availability.

The link to the doodle poll is: **https://doodle.com/poll/4w7ni46hn22ks2qq**

For questions or concerns about the Child Welfare Workload Study, please contact Lisa Hankes at lisa.hankes1@wisconsin.gov or Jessica Jenkins at jessica.jenkins@icf.com.

Thank you.

Data Review Workshop Meeting Invitation

Subject: WI Child Welfare Workload Study: Data Review Workshop: [Practice Area]
Sender: ICF
Recipients: Staff who agreed to participate in the data review workshops

Greetings,

Thank you for your participation in an upcoming data review workshop for the WI Child Welfare Workload Study.

This workshop is intended for individuals working in the **[ ] practice area**. During this workshop you will examine and help validate the time study results. We will also gather your input on the optimal amount of time spent on tasks within your practice area.

Throughout the workshop we will be sharing our screen via Skype, so it will be important to attend using a computer. If you anticipate any difficulties using Skype based on previous experience, please let us know and we will work to make accommodations.

If you feel that you have been placed in the *incorrect* practice area, or you are no longer available at this date/time, please let us know and we will do our best to re-schedule you accordingly.

Thank you!

Optimal Time Survey Participation Request - Supervisors

Subject: Child Welfare Workload Study – Optimal Time Survey Participation Request
Sender: DCF
Recipients: Supervisors of sample of CW Professionals selected for participation

Hello everyone,

As you may recall, DCF and WCHSA conducted a statewide Child Welfare Workload Study from March 1st-15th, 2020. The purpose of the study was to address the amount of time spent on the various services, tasks, and other work and non-work activities to provide critical child and family services across the state of Wisconsin. A sampling of agencies from across the State participated in the time study, as well as follow-up workshops to discuss the findings of the study.

The results of the study were reviewed and analyzed to establish a Statewide staffing model. The staffing model was developed using the data collected during the March 2020 time study and is intended to assist in estimating the appropriate caseloads for child welfare staff. The model captures the average actual time (in hours and minutes) spent servicing a case in a month, by practice area.

As a final step in our analysis, we are seeking feedback from staff regarding the optimal amount of time that should be dedicated to servicing cases within each of the six practice areas (i.e., Access, Initial Assessment, Ongoing Assessment, Youth Justice Intake, Youth Justice Ongoing, Recruitment/Licensing/Kinship). The Optimal Time could be either an increase in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a decrease in servicing time (e.g., if there are inefficiencies currently slowing staff down which could be improved upon).

We are requesting your agency's participation in completing a brief 10-15 minute survey to collect feedback regarding optimal service times. A survey link will be sent to a sample of staff within your agency, and the survey will be open from June 15– June 18. After the survey is closed, we plan to follow up with a small number of staff to request their participation in a short virtual focus group later this month to discuss the compiled results.

Please reply to this email by June 14 if you wish to opt out.

For questions or concerns about the survey, please contact me at mary.williams@wisconsin.gov at Lisa Hankes at lisahankes1@wisconsin.gov.

Thank you!

Optimal Time Survey Participation Request – CW Professionals

Subject: Child Welfare Workload Study – Optimal Time Survey Participation Request
Sender: DCF
Recipients: Sample of CW Professionals selected for participation

Hello Everyone,

As you may recall, DCF and WCHSA conducted a statewide Child Welfare Workload Study from March 1st-15th, 2020. The purpose of the study was to address the amount of time spent on the various services, tasks, and other work and non-work activities to provide critical child and family services across the state of Wisconsin. A sampling of agencies from across the State participated in the time study, as well as follow-up workshops to discuss the findings of the study.

The results of the study were reviewed and analyzed to establish a Statewide staffing model. The staffing model was developed using the data collected during the March 2020 time study and is intended to assist in estimating the appropriate caseloads for child welfare staff. The model captures the **average actual time** (in hours and minutes) spent servicing a case in a month, by practice area.

As a final step in our analysis, we are seeking feedback from staff regarding the **optimal amount of time** that should be dedicated to servicing cases within each of the six practice areas (i.e., Access, Initial Assessment, Ongoing Assessment, Youth Justice Intake, Youth Justice Ongoing, Recruitment/Licensing/Kinship). The **Optimal Time** could be either an increase in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a decrease in servicing time (e.g., if there are inefficiencies currently slowing staff down which could be improved upon).

We are requesting your participation in completing a brief **10-15 minute** survey to collect feedback regarding optimal service times. We kindly request for you to complete the survey by **this Friday, June 18**.

The survey can be accessed using the following link:
https://www.icfsurvey2.com/SE/1/optimaltime/

After the survey is closed, we may follow up to request your participation in a short virtual focus group later this month to discuss the compiled results. For questions or concerns about the survey, please contact me at mary.williams@wisconsin.gov at Lisa Hankes at lisahankes1@wisconsin.gov.

Thank you!

Optimal Time Validation Workshop Participation Request

Subject: Child Welfare Workload Study – Validation Workshop Participation Request
Sender: ICF
Recipients: Sample of supervisors from Agencies selected for participation, with Agency Directors CC'd

Greetings,

Several weeks ago, we reached out to you requesting staff participation in hour-long workshops to discuss the results of a survey that took place in June regarding the Workload Study. However, very few staff were identified during this process. We have further coordinated our efforts with agency Directors and are reaching out for a second time to request your support.

The original survey asked staff to identify the "optimal time" needed to complete various case-related tasks, such as administration and face-to-face contacts. In every practice area, staff who were surveyed identified that they believed more time was needed to complete these functions adequately. We have also heard from multiple sources that staff want to spend more time with kids and families.

The purpose of the workshops is to talk with "expert" staff who have been in their role for at least 3 years. These staff will review the results of the optimal time survey and help us gain a better understanding of whether these results are valid and, if so, what is driving the need for more time. This is an opportunity for staff to tell us the story of how much time they feel should optimally be spent on service of families and how that additional time would be spent, as opposed to how they currently spend their time.

The workshops are scheduled to take place **virtually** between **August 12th – August 31st**, with two workshops being held for each practice area. Each workshop will be scheduled for **1 hour** and will include 3-5 participants from multiple agencies. In order to capture a diverse range of feedback, workshop participants can include staff who completed the survey, as well as those that did not.

Our Request:

1. Please identify **up to 3 staff members** who are willing to participate in a workshop. We are especially looking for staff whose primary functions are Access, Initial Assessment, Recruitment/Kinship/Licensing, Ongoing, Youth Justice Intake, and Youth Justice Ongoing. We would like for participating staff to have at least 3 or more years of experience (if possible) in the practice area for which they would be participating.
2. We kindly request that you reach out to your recommended staff as soon as possible and ask them to sign up for a workshop slot using the link below by **5:00 PM CST, Tuesday August 10th**. Please note that due to the limited number of slots per workshop, not all staff may be able to participate at their preferred date/time.

Workshop Sign Up:
https://www.signupgenius.com/index.cfm?go=s.signup&urlid=805084ea5ab28a3ff2-validation&view=standard

We have also included brief email language (below) which you can use to reach out to staff, if preferred.

For any questions about the workshops, please contact us at WisconsinWorkloadStudy@icf.com or if you have any questions about this request, please contact project lead Alli Williams at mary.williams@wisconsin.gov or 608-422-6966.

Thank you,

WI Workload Study Team

SAMPLE EMAIL LANGUAGE TO SEND TO YOUR STAFF:

In June a survey took place regarding the Workload Study, which you may have participated in. The survey asked staff to identify the "optimal time" needed to complete various case-related tasks, such as administration and face-to-face contacts. In every practice area, staff who were surveyed identified that they believed more time was needed to complete these functions adequately.

I have been asked to recommend several experienced staff to participate in workshops to review the results of the optimal time survey and help us gain a better understanding of whether these results are valid and, if so, what is driving the need for more time. This is an opportunity for you to tell us the story of how much time you feel should optimally be spent on service of families and how that additional time would be spent, as opposed to how you currently spend your time.

The workshops will be held from **August 12th – August 31st**. Each workshop will be scheduled for **1 hour** and will include 3-5 participants from multiple agencies.

Please use the following link to sign up for one workshop in your practice area.

Workshop Sign Up:
https://www.signupgenius.com/index.cfm?go=s.signup&urlid=805084ea5ab28a3ff2-validation&view=standard

If you are available for a workshop, please make sure to sign up by **5:00 PM CST, Tuesday August 10th**. Please note that due to the limited number of slots per workshop, you may not be able to participate at your preferred date/time.

Thank You,

Optimal Time Validation Workshop Meeting Invitation

Subject: Child Welfare Workload Study – Validation Workshop **[Practice Area]**
Sender: ICF
Recipients: CW Professionals identified by their supervisors who signed up for a workshop

Greetings,

Thank you for your participation in a workshop for the Child Welfare Workload Study. This workshop is intended for individuals working in the **[Practice Area Name]** practice area.

The purpose of this workshop is to examine and help validate the results of an optimal time survey conduct in June, in which staff to identified the "optimal time" needed to complete various case-related tasks, such as administration and face-to-face contacts. During the workshop we will gather your reactions to the Optimal Service Time per family, for each task category.

Throughout the workshop we will be sharing our screen via Teams, so it will be important to attend using a computer. If you anticipate any difficulties using Teams based on previous experience, please let us know and we will work to make accommodations.

If you feel that you have been placed in the incorrect practice area, or you are no longer available at this date/time, please let us know and we will do our best to re-schedule you accordingly.

Thank you!

WI Workload Study Team

Appendix D: Agency Director Survey

DCF/WCHSA Workload Study: Local Agency Director Survey [English (United States)]

As part of DCF/WCHSA's statewide child welfare staffing and workload evaluation, we would like to gather some preliminary input from you through this brief online survey. The survey should only take 5-10 minutes of your time and is needed to gather input regarding your interest in having your agency participate in each of the data collection tasks, as well as to collect some basic data on your agency.

For questions or concerns about the Child Welfare Workload Study, please contact Rachel Nili at Rachel.Nili@wisconsin.gov or Jessica Jenkins at Jessica.Jenkins@icf.com.

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1. Please provide your agency, name, and contact information so that we may follow up as needed.

Agency ______________________________________

Name ______________________________________

Email ______________________________________

Phone ______________________________________

(End of Page 1)

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2. Please indicate your agency's interest in participating in each of the following data collection phases.

	Not at all interested	Slightly interested	Moderately interested	Very interested	Extremely interested
Phone Interviews Local Agency Director and Supervisors (60 min sessions)	❍	❍	❍	❍	❍
In-Person Focus Groups Caseworkers and case aides/administrative staff (90 min sessions). These focus groups will be offered in multiple locations across the state; however, travel to another location within your region may be required.	❍	❍	❍	❍	❍
Time Data Collection Staff working on cases will record their time spent on tasks (approx. 10 min/day for 1 month)	❍	❍	❍	❍	❍
In-Person Data Review Workshops Staff provide feedback on time data collection	❍	❍	❍	❍	❍

results (90 min sessions). This workshop will be offered in one location, and travel will likely be required.

(End of Page 2)

To help inform the study, we would like to collect a few data points about your agency. If you are not able to provide all of the data requested, please provide as much as you are able to. Please provide data for the following questions.

POSITIONS. Please provide data on the positions below.

Number of Staff

Child Welfare Caseworkers ____________________

Supervisors of Child Welfare Caseworkers ____________________

Case Aides or Administrative Staff that contribute to Child Welfare cases, if any ____________________

Approx. % that are part-time employees

Child Welfare Caseworkers ____________________

Supervisors of Child Welfare Caseworkers ____________________

Case Aides or Administrative Staff that contribute to Child Welfare cases, if any ____________________

Approx. Annual Turnover Rate

Child Welfare Caseworkers ____________________

Supervisors of Child Welfare Caseworkers ____________________

Case Aides or Administrative Staff that contribute to Child Welfare cases, if any ____________________

CASE PROPORTIONS. In your agency, what is the approximate proportion of the following for overall CPS cases:

Percentage

Drug and opioid cases ____________________

Tribal cases ____________________

METRO AREA. Largest metro area

Largest city or metropolitan area in your agency's area of responsibility

____

Approximate population of the city/metro area

____

ON-CALL STAFF. Are there child-welfare staff "on-call" for services?

❍ Yes
❍ No
❍ Other (please explain) ____________________

This Question is Conditionally Shown if: (ON-CALL STAFF = Yes)

ON-CALL HOURS. What is the approximate number of hours per month per staff?

____

SUPERVISOR CASELOADS. Do supervisors carry caseloads?

❍ Yes, often
❍ Yes, occasionally
❍ No

ADDITIONAL REQUIREMENTS. (Optional) Please describe any additional requirements on child welfare services in your agency (e.g., local mandates).

____

(End of Page 3)

Appendix E: Interview and Focus Group Protocols

Wisconsin DCF Interview Protocol: Directors & Supervisors

Project Overview & Purpose

Introduction

Welcome and thank you for participating in this interview. My name is *[facilitator name]*. I work for ICF, an international consulting firm that has been contracted by the Wisconsin Department of Children and Families (DCF) to conduct a statewide child welfare staffing and workload evaluation. We also have my colleague *[recorder name]* on the phone, who will be taking notes during our call so that we are best able to capture your thoughts and experiences.

Purpose

The purpose of today's interview is to learn more about child welfare work in your agency, your view of the workload, and the challenges being faced by the Wisconsin child welfare system and child welfare staff in your agency and across the state. The information gathered today will help us gain a comprehensive understanding of the way work is performed across agencies and help inform next steps, including development of a data collector tool which will be used in the upcoming time study, taking place from mid-January and mid-February.

All data collected from the interview today will be aggregated with data from other interviews and focus groups. Each comment reported will be non-attributional in that responses will not be linked to any individual and only group-level findings will be presented.

Introduction

1. Please introduce yourself and provide a brief overview of your current role.
2. At a high level, how are child welfare practice areas delivered in your agency?
    a. What are the similarities and differences in how child welfare practice areas are delivered across the state at the agency level? To your knowledge, how do workloads and caseloads vary across the state (i.e., between agencies)?

Management of Child Welfare Staff

3. [SUPERVISORS ONLY] How do you manage the workloads and caseloads of the individuals you supervise?
    a. How do you make assignments? How do you account for special case characteristics (e.g., drug and opioid cases, tribal cases) when making assignments?
    b. How do you manage performance?
4. What challenges do you experience in [supervising/directing] caseworkers?
    a. What challenges/risks are associated with current workloads?
    b. How do current workloads and staffing compare with the recent past?
    c. Do you have issues retaining and engaging staff?
5. Does your agency require additional work activities, not mandated by Law or State regulations, of child welfare workers? If so, what practice areas and tasks are agency-mandated?
    a. What are the reasons for the additional requirements within your agency?

   b. How do agency requirements impact your workload levels?
6. Could you describe any pilot programs or best practices used within your agency?
   a. How have these affected work and workloads?

Challenges

7. What major factors are impacting child welfare casework in Wisconsin (e.g., changes to laws, regulations, policies and procedures, and judicial procedures)? What impact have these factors had?
   b. Do you expect new or additional changes in the future, either across the State or within your agency? If so, please explain.
8. What are the biggest challenges you face in your agency?
   a. How would you describe funding/budget within your agency?

Recommended Improvements

9. What solutions would you suggest to help address existing challenges?
10. What changes (e.g., new tools and technology) would help assist caseworkers in doing their jobs more effectively or efficiently?

Time Study and Work Activities, Practice Areas, and Tasks

Now let's talk specifically about the time study. The purpose of the time study is to collect data from staff regarding how they spend their time on case specific and non-case specific work activities. For this study, we will be asking child welfare caseworkers, supervisors, and other supporting staff to complete daily time sheets, with the goal of recording all paid work time. Work activities are comprised of:

- **Practice Areas** performed by the staff, including child welfare services that are case-specific and non-case specific support tasks.
- **Task Categories and Tasks**. **Task categories** are groups of individual tasks but are used to make it easier to locate tasks from a longer list. **Tasks** are the behavioral differentiation of the work performed or time spent.

Please take a few minutes to look over the draft list of all proposed Practice Areas and Tasks related to child welfare work activities. *[Point participants to the task list, see next page in protocol]*

11. Are there other practice areas, tasks, or activities that should be included in the workload study?
12. Are there additional relevant considerations to be aware of related to conducting a time study across the state? (e.g., the time period for the data collection, differences across counties, etc.)

This concludes our interview. Thank you so much for your time and input today. We really appreciate all of the information that you shared with us. If you think of additional comments to share regarding the questions asked today, please send an email to *[Name]*, who set up this interview.

In terms of next steps, we will consolidate what we heard today with information gathered during other interviews to help inform the next steps in the workload study, including the upcoming time study.

Again, thank you for your time and have a great day!

Wisconsin DCF Focus Group Protocol: Caseworkers & Case Aides

Project Overview & Purpose

Introduction

Welcome and thank you for participating in this focus group. My name is *[facilitator name]*. I work for ICF, an international consulting firm that has been contracted by the Wisconsin Department of Children and Families (DCF) to conduct a statewide child welfare staffing and workload evaluation. We also have my colleague *[recorder name]* here, who will be taking notes during our session so that we are best able to capture your thoughts and experiences.

Purpose

The purpose of today's focus group is to learn more about your work, your view of the workload in your agency, and the challenges that impact your job. The information gathered today will help us gain a comprehensive understanding of the way work is performed across agencies and help inform next steps, including development of a data collector tool which will be used in the upcoming time study, taking place from mid-January and mid-February.

All data collected from the focus group today will be aggregated with data from other focus groups and interviews. Each comment reported will be non-attributional in that responses will not be linked to any individual and only group-level findings will be presented.

Introduction

1. Please introduce yourself and provide a brief overview (in 1-2 sentences) of your current role.

Daily Activities

2. Briefly, please describe your typical day. What types of <u>routine activities</u> are performed as part of your job duties during each part of the day? (For example, what do you do when you first start your day?) [*We want participants to provide a macro description of their daily activities, not specific tasks]*
3. What affects the number and types of cases you work on? *[Looking for different factors, such as the opioid and methamphetamine crisis]*

Workloads and Case Assignments

4. How are caseloads and workloads typically assigned to caseworkers and case aides in your agency?
    a. Do you feel the distribution of workload/caseloads is fair?
    b. Do you share workload across agencies or counties?
5. Do caseworkers and case aides have on-call responsibilities in your agency? If so, please describe.

Time Study and Work Activities, Practice Areas, and Tasks

Now let's talk specifically about the time study. The purpose of the time study is to collect data from staff regarding how they spend their time on case specific and non-case specific work activities. For this study, we will be asking child welfare caseworkers, supervisors, and other supporting staff to complete daily time sheets, with the goal of recording all paid work time. Work activities are comprised of:

a. **Practice Areas** performed by the staff, including child welfare services that are case-specific and non-case specific support tasks.
b. **Task Categories and Tasks. Task categories** are groups of individual tasks but are used to make it easier to locate tasks from a longer list. **Tasks** are the behavioral differentiation of the work performed or time spent.

We would like your input on the comprehensiveness of these designations in representing the case-specific and case support work done by the staff. It is important to recognize we are trying to develop lists of practice areas, task categories and tasks that will have utility across all parts of Wisconsin. Therefore, the work activity detail should be understood throughout the state and be representative of the work done. It should allow staff members to easily understand and indicate how time is spent so that they can efficiently know when an activity begins and when it ends. It is also important to create a parsimonious list, without too many tasks which may be confused with one another. This is balanced with the need to provide activities that thoroughly and accurately reflect the work time delivering services, both case related and case supportive.

Please take a few minutes to look over the draft list of all proposed Practice Areas and Tasks related to child welfare work activities, and then we will discuss as a group. *[Point participants to the task list, see next page in protocol]*

Practice Areas

Notice there are case-specific and case supporting practice areas. The latter are necessary to record work time that is not specific to any particular client or case.

6. How well does the list of practice areas represent all work performed?
7. How well will the list of practice areas be understood by child welfare staff across the State?
8. Do you suggest any changes to the list of practice areas?

Task Categories and Tasks

Next, we would like to review specific tasks and task categories associated with these practice areas.

9. How well does the list represent all of the case related tasks?
10. How well will the list be understood by child welfare staff?
11. Do you suggest any changes to the list of tasks?

Existing Challenges and Potential Solutions

Next, we would like to discuss some of the common challenges in daily work activities and some potential solutions to overcome these challenges.

12. Would you describe workloads as manageable in your agency?
    a. What effects, if any, are workloads having on worker satisfaction?
13. How does your <u>workload</u> affect the quality of the work and services provided?
    a. Why, and how often, do these challenges occur?
    b. What are the effects of these challenges?
14. What are <u>other common challenges</u> you face when providing services or completing your work on time and to acceptable standards?
15. What solutions would you suggest to help address existing challenges?
16. What could be done to make the child welfare case work more efficient?

a. Are there specific tools, resources, or technologies that would make caseworker or case aide jobs more efficient?
b. Are there specific tools, resources or technologies you already have that help to make your work more efficient, which could potentially be useful for other agencies?
c. Are you aware of any pilot programs or best practices models your agency is participating in, that could affect workload levels?

This concludes our focus group. Thank you so much for your time and input today. We really appreciate all of the information that you shared with us. If you think of additional comments to share regarding the questions asked today, please send an email to *[Name]*, who set up this focus group.

In terms of next steps, we will consolidate what we heard today with information gathered during other focus groups to help inform the next steps in the workload study, including the upcoming time study.

Again, thank you for your time and have a great day!

Appendix F: Time Data Collector (TDC) Practice Area and Task List, including Case Complexity Factors

This section includes the Service Area and Task list. In the TDC, staff can select service areas and tasks from any list.

Practice Areas	Task Categories	Tasks
Case Specific: • Access • Initial Assessment • Youth Justice Intake • Ongoing Services • Ongoing Services – Youth Justice • Recruitment/ Licensing/ Kinship Care	Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office • Phone or other contact with child • Coordinating face-to-face contact with child and other individuals involved in the case • Face-to-face contact in field with child and other individuals involved in the case • Face-to-face contact in office with child and other individuals involved in the case • Phone or other contact with child and other individuals involved in the case • Supervising visitation
	Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
	Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
	Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
	Attempted contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
	Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
	Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents

Practice Areas	Task Categories	Tasks
	Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
	Case-specific Training, Consultation, and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion • Other case-specific training or consultation
	Court related time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation
Non-case specific	Training and Consultation	• Attending required training • Attending optional training or participating in other professional development • Providing training to staff within agency • Providing training or guidance to others outside of agency (non-case specific) • Peer consultation (non-case specific) • Supervisor/management consultation (non-case specific)
	Leave, Breaks & On-call Time	• Paid leave (PTO, PPL, sick, holiday) • Unpaid leave • Lunch or other break (paid) • Lunch or other break (unpaid) • Comp time (Paid) • On call (no contact with client)
	Travel	• Non-case specific travel time
	Administrative	• Documentation, non-case specific • Filing, scanning, shredding • Other clerical or administrative, non-case specific
	Recruitment, Licensing & Community-related Activities	• Recruitment of out-of-home care and adoptive homes • Recruitment of service providers • Community outreach and prevention activities • Fairs, events, and community activities • Licensing activities
	Meetings	• Meetings with supervisor • Staff/agency meetings • Multidisciplinary/committee meetings

Practice Areas	Task Categories	Tasks
		• Management meetings • Community meetings • Other non-case specific meetings

Case Complexity Factors

To be completed for each child welfare case. You will select Yes, No, or Unknown for each of the factors for each of your cases.

- ◻ Presence of domestic violence or intimate partner abuse
- ◻ Presence of language barriers (i.e., translation services needed/required, alternate communication devices necessary)
- ◻ Presence of homelessness or significant housing instability
- ◻ Presence of caregiver alcohol/substance use or misuse
- ◻ Caregiver has physical, cognitive, and/or health related disabilities
- ◻ Caregiver has significant mental health issues
- ◻ One or more of the caregivers are currently incarcerated
- ◻ One or more of the caregivers currently live out of state
- ◻ One or more child(ren)/youth in the family are subject to ICWA
- ◻ One or more of the child(ren)/youth in the family have physical, cognitive and/or health related disabilities
- ◻ One or more of the child(ren)/youth in the family have significant mental health issues
- ◻ One of more child(ren)/youth are placed out of the state

Appendix G: Time Data Collector (TDC) Desk Reference

Table of Contents

Wisconsin Department of Children and Families
Child Welfare Workload Study
Time Data Collector: Desk Reference

TDC Overview & Instructions

1. Why Are We Doing This?

- Conducting a study of the work performed by child welfare and youth justice staff members in Wisconsin
    - Staff members participating in the study include supervisors, caseworkers/social workers, and case aides (as well as other job titles used in various agencies)
- Opportunity for staff to "tell their story" through a time record of what they do
- Primary goals:
    - Define the case specific and non-case specific activities of staff including the practice areas and tasks worked.
    - Collect and analyze time study data associated with all case-related and non-case related practice areas and tasks.
    - Understand how various case factors may impact workload.
    - Review and recommend manageable workloads for child welfare staff members.
    - Develop staffing model and tool to assist in managing staff member workloads.
- We **are not** doing this to:
    - Perform an audit individual staff performance
    - Use the data for performance management purposes at the individual employee level
    - Mandate new services or tasks
    - Penalize any individual or agency

2. Introduction to the Time Data Collector (TDC)

- The time data collector (TDC) is a MS Excel workbook that collects data through three forms:
    - *Personal Info Form*: Each staff member will input their personal data (completed once at the beginning of the study)
    - *Time Entry Form*: Used to record time for all work activities performed throughout the day.
    - *Case Complexity Factors Form:* Gathers information about child welfare cases to help understand factors that may impact case processing time
- The TDC will be emailed to **agency directors,** who will share it with their staff who are participating in the time study.

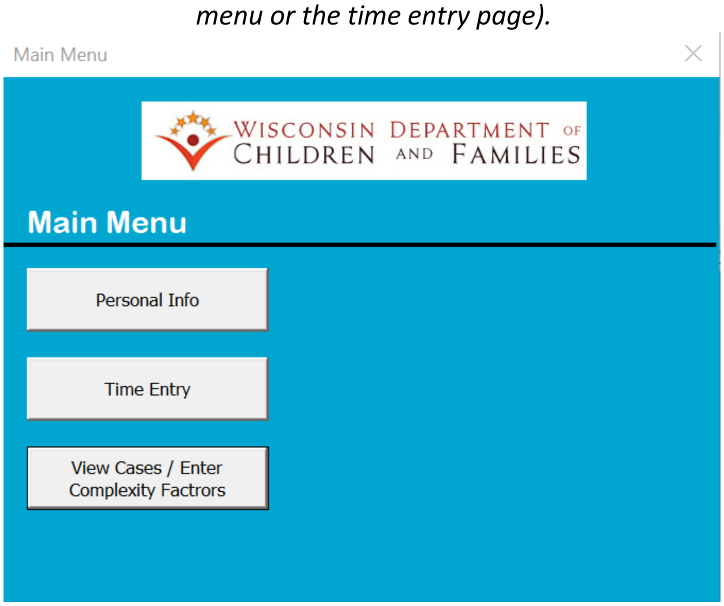
3. Instructions for Logging Time

1. Saving and Returning the TDC

- Preparing to use the TDC:
  - Upon receiving the "WI TDC" file, save the TDC by appending the file name with your own first and last name.
    - For example: WI TDC.John.Smith
    - Alternatively, you can edit the filename upon downloading it by right clicking and adding your firstname.lastname to the file
    - Save the file to your computer.
  - Upon opening the file, a password window will open. The password is: **wisconsin**
    - The password is not capitalized
    - Every time the file is opened, you will need to enter the password because of confidentiality requirements.
  - Following password acceptance, a Security Warning will appear and an "Enable Content" message will display. Click "Enable Content". This will only need to be done once, unless the file is renamed again.
- At the end of each week, email the file back to: WisconsinWorkloadStudy@icf.com
- Continue using the same file from March 1 through March 31.

2. Using the TDC

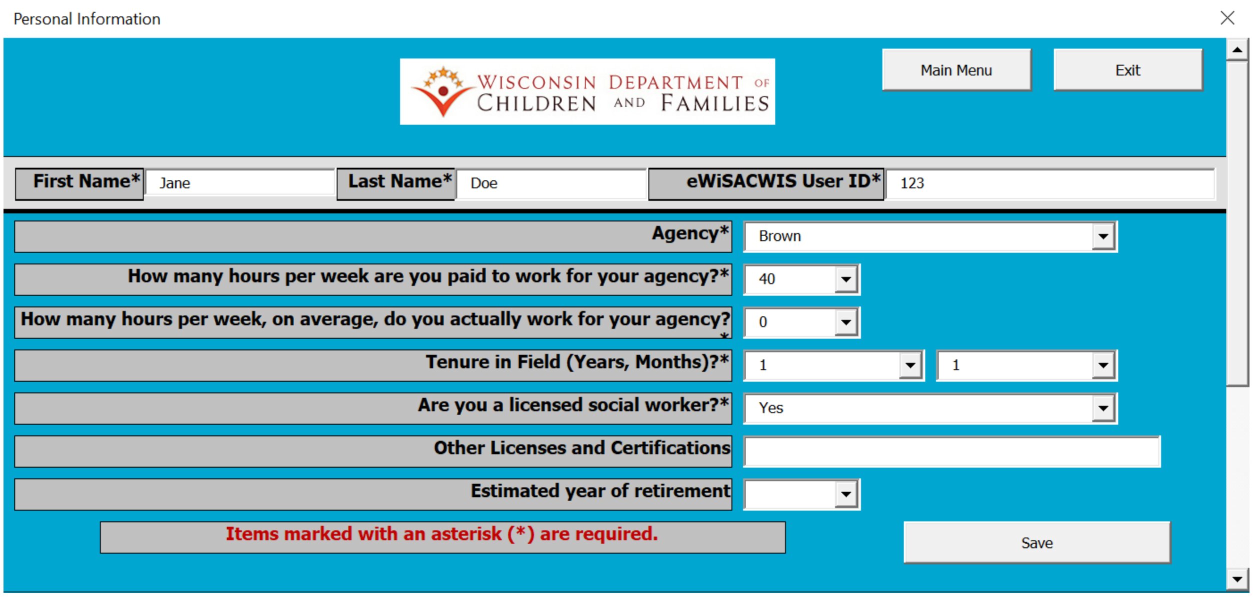
- After opening the TDC file, you will see the Main Menu, which has three options:
  - Personal Info
  - Time Entry
  - Case Complexity Factors *(You can now access this data entry page from either the main menu or the time entry page).*



4. Personal Information

- You will enter the following information into the *Personal Info* form (only needs to be completed once at the beginning of the study):

  - First and last name
  - eWiSACWIS User ID
    - *If you do not have an eWISACWIS User ID, please use your phone number for this field.*
  - Agency
  - Hours per week you are paid to work on Child Welfare/Youth Justice (to account for part-time workers)
  - Hours per week on average that you work (not including on-call time)
  - Tenure in the field, in years and months
  - Licenses and certifications (Fill in the blank)
  - Estimated year of retirement

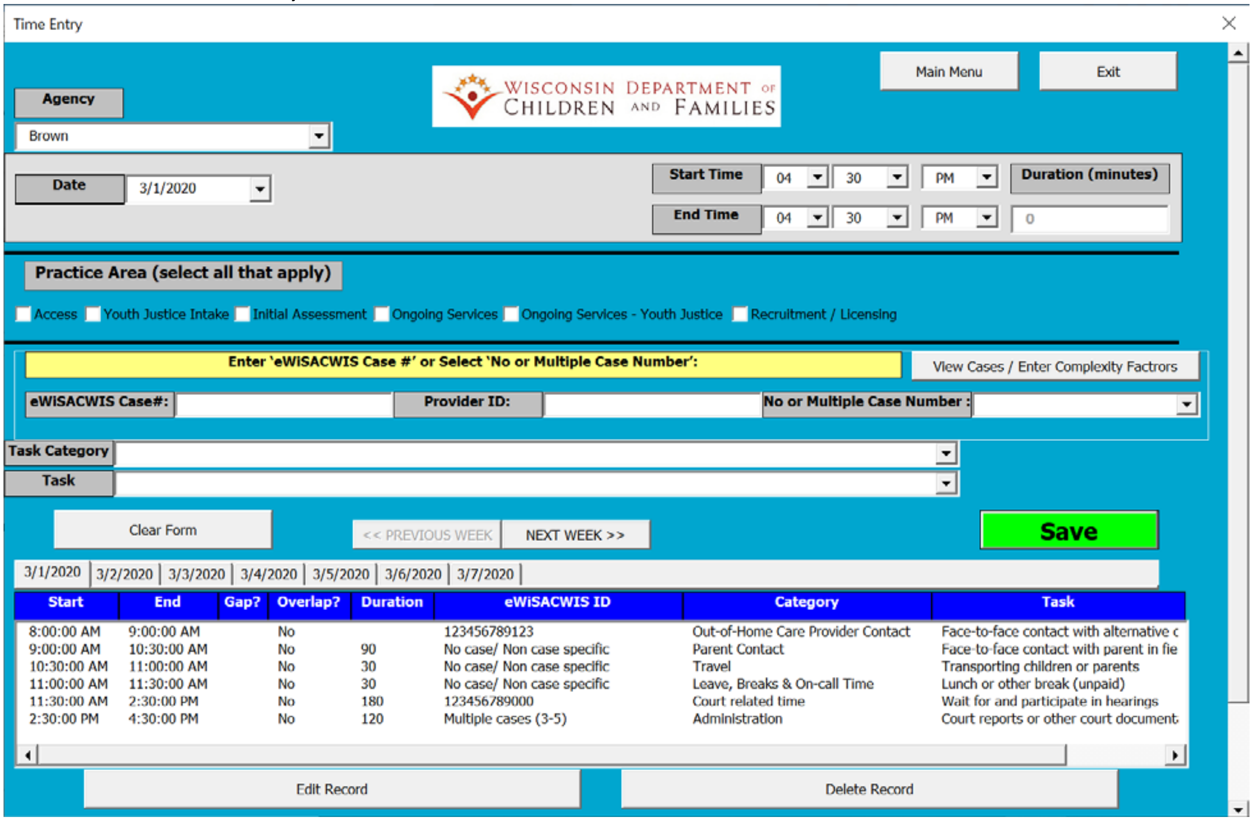


5. Time Entry

- Fields in the *Time Entry* form include:
  - Agency (defaults to agency from *Personal Info*; can be changed via drop down menu)
  - Date (defaults to current date)
  - Start time (1st task of day defaults to 08:00 am; can be changed via drop down menu)
  - End time (drop down hour and minute; defaults to start time and must be changed)
  - Duration (automatically calculated from start and end times)
  - Case Number - enter data in only one of the two fields:
    - When working on a single case, type the case number in the **eWiSACWIS Case #** field. Enter the full case number
    - When working on multiple cases, a case with no eWiSACWIS ID, or something non-case related, select the appropriate drop-down option next to the **No or Multiple Case Number** field. Enter the Provider ID if applicable.
    - Provider ID: If you have a provider ID it can be entered into the appropriate box. However, you must also have either an eWISACWIS Case # or select No Case or Multiple cases.

- **Practice** Area check boxes (select Practice area that applies)
- Task **Category** (drop down)
- **Task** (drop down)

- After entering your data and clicking 'Save', the entry will be recorded in the table at the bottom of the *Time Entry* form:



- The table will show you the data you entered including: start time, end time, duration, eWiSACWIS ID, Task Category, and Task
- In addition, it will alert you to potential errors:
  - **Gap?** (alert if there is a gap in time between recorded activities)
    - Remember: ALL work time should be recorded throughout the day
  - **Overlap?** (alert if there is overlap in time between recorded activities)
    - Activities should be ordered sequentially and should not overlap
- If you notice an error, you can highlight the row, and select **Edit Record** to change your data or **Delete Record** if you wish to start over.

- Functional buttons in *Time Entry*:
  - **Main Menu** – returns to Main Menu options
  - **Exit** – exits form and returns to Main Menu
  - **Clear Form** – clears data entered into any non-prepopulated fields (clears data for current entry only; does not affect previously saved entries)
  - **Save** – saves data entered into the form
  - **Edit Record** – if you highlight a row and select 'Edit Record', it will populate the data entry form with that data and allow you to make changes
  - **Delete Record** – allows you to delete the selected row

- *Date tabs* – displays 7 days of task data; can also click to next/previous week
- Input data using a Time Ladder approach in which:
  - Each day, time starts at a default time of 8am (you can change this to your exact starting time)
  - Subsequent starting times are automatically set to the ending time of the previous task
  - Time is associated with **Work Activities**, which consist of:
    - Practice Areas
    - Task Categories
    - Tasks
  - For each work activity the following information is also required:
    - Recipient of the work (**eWiSACWIS case ID** if working on a single case; Provider ID if working with a provider; otherwise, select the appropriate **No or Multiple Case Number** dropdown)
  - Critical to the timekeeping task is to understand the layout of the task list, which includes all task categories and tasks.
  - The task list is presented through the TDC as well as in the Task List Reference section of the TDC Desk Reference.
    - Within the TDC, work activities are entered via the Task Category and Task dropdown menus on the *Time Entry* form.
  - Tasks that extend over into the next day (e.g., after 11:59 pm of the current day) will need to be entered as two separate tasks: one ending at 11:59 pm of the first day and the next starting at 12:00 am of the following day.

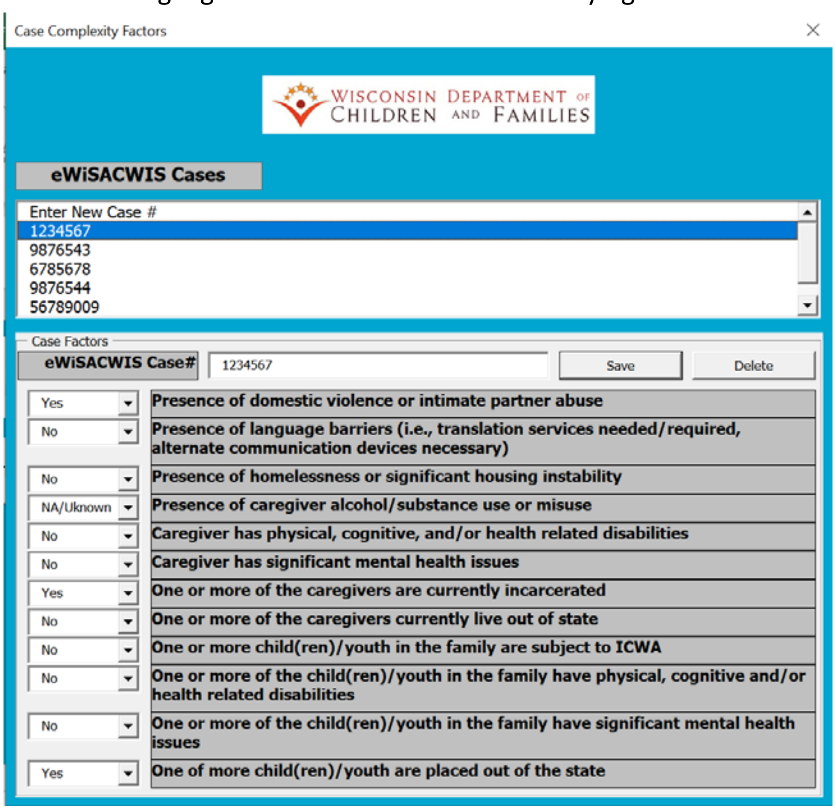
Time Entry - Summary

- Each day in which you provide any work on cases or in support of Department of Children and Families, your time should be recorded.
- Data entry is aided by the use of drop-down menus for certain fields and reference to values from the *Personal Info* form.
- Time is recorded by completing the following fields:
  - Agency (defaults to Primary Office from *Personal Info*)
  - Date (defaults to current date)
  - Start time (defaults to time last task ended after first task is completed)
  - End time
  - Duration (automatically calculated)
  - Practice Area
  - Case number (specific case number or selection of ‘No or Multiple Case Numbers’)
  - Task Category
  - Task

6. Case Complexity Factor Entry

- For some of the cases that you work, you should enter data regarding case complexity factors
  - Not needed for YJ Intake or CW Access cases
- To enter case complexity factors, click on the "View Cases / Enter Complexity Factors" on the Time Entry Page or from the third button on the main menu.

- In the window that opens, highlight "Enter New Case #"
- Type the eWiSACWIS Case #
- Use the drop-down menus to select Yes, No, or Unknown for each case complexity factor.
- Click "Save"
- You **MUST** highlight"Enter New Case #" before trying to enter factors for a new case.



7. Timeline

- February 25, 26, and 27 – Webinar trainings on how to use the TDC
- March – Time Study Begins
  - Record all work activities in the TDC beginning March 1 and continuing throughout the rest of the month
- March 6 (Friday) or March 7 (Saturday) – Submit Completed TDC File for QC
  - Staff should use the same file throughout the month, even after you send for QC.
  - Submit it to the ICF Help Desk Email (WisconsinWorkloadStudy@icf.com)
  - If needed, ICF staff may request additional submission of files
- March 31 – Time Study Ends
  - Staff should submit your final TDC file with the entire month's data.

8. Where to Go for Support

- If you have questions, please first consult:
  - TDC Desk Reference (i.e., this manual)
  - PowerPoint presentation from training sessions
  - Training Video (recording of the training session)
  - If you still have questions, please send your questions to: WisconsinWorkloadStudy@icf.com
  - An answer will be sent back by the next business morning, if not sooner.

TDC Technical Guide

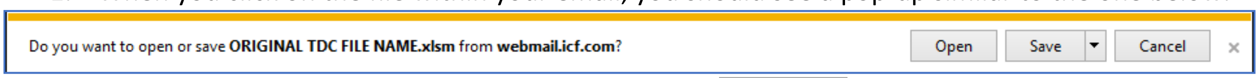
1.TDC Proper Downloading Procedure

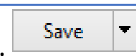
Provided below are detailed instructions for downloading the TDC to your system. Instructions are provided for both users of a Web Based Email Service (e.g., Webmail, Gmail, Yahoo) and users of Microsoft Outlook.

1.1 I Use a Web Based Email Service (ex. GMAIL, HOTMAIL, YAHOO, Webmail)

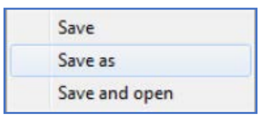
1.1.1 If you are using Internet Explorer …

1. When you click on the file within your email, you should see a pop-up similar to the one below:

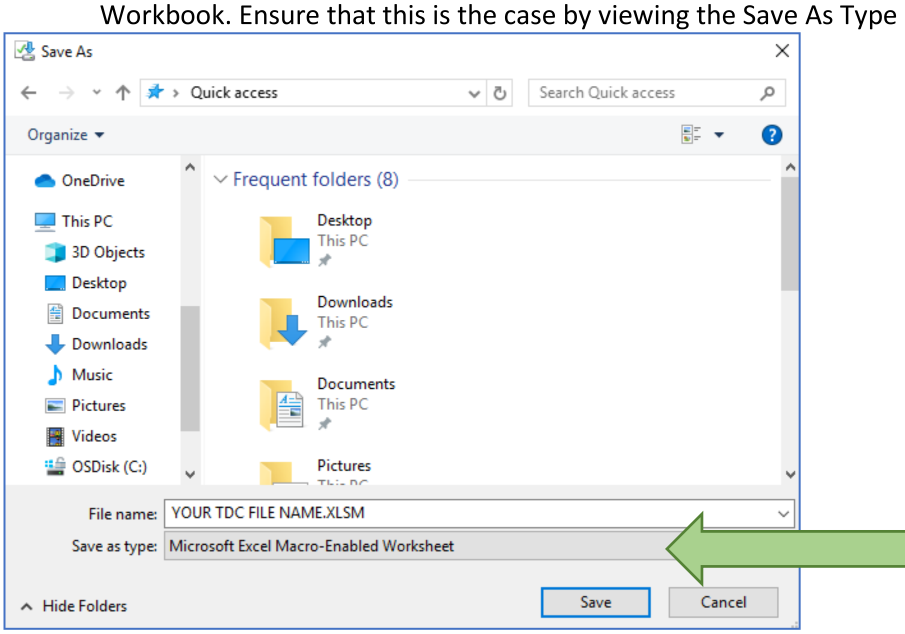


2. Click the arrow on the right side of the Save button. 

3. Click the Save As option seen below:



4. Save the file to your computer.
5. Name the file with the format shown below.
   a. *WI TDC.FirstName.LastName*
6. **DO NOT** change the file extension. The file extension should be **.XLSM** or Excel Macro-Enabled Workbook. Ensure that this is the case by viewing the Save As Type box (see below):

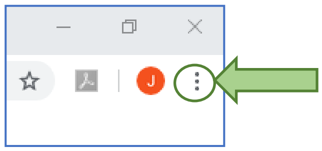


7. Click the Save button to save the file.
8. You can then open the file by navigating to the saved location and finding the file you saved on your computer.

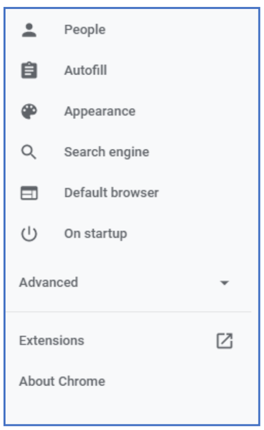
9. Once the TDC is open, you DO NOT need to save the file (i.e., File > Save) as the file is saved automatically via background programming.

1.1.2 If you are using Google Chrome…

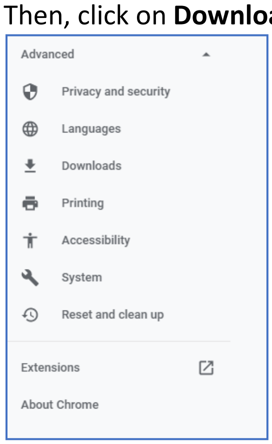
1. The first thing you will do is ensure that the appropriate download setting is on. The setting we need is for Chrome to prompt you where to save downloads.
    a. Click on the three dots at the top right corner of your Chrome window

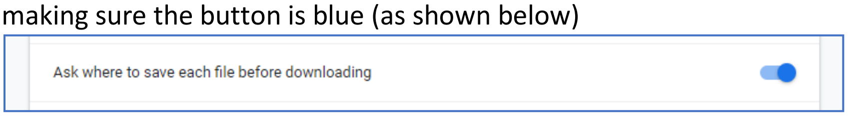
    b. Click on **Settings.** A new page will appear in the window.
    c. On the left-hand menu, click on **Advanced**

    d. Then, click on **Downloads**

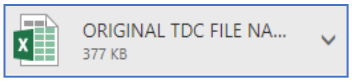
    

    e. Ensure the setting to *Ask where to save each file before downloading* is toggled ON, by making sure the button is blue (as shown below)

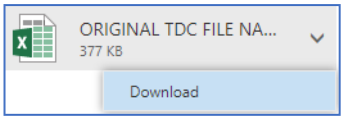
    

    f. Close that tab to save the setting change

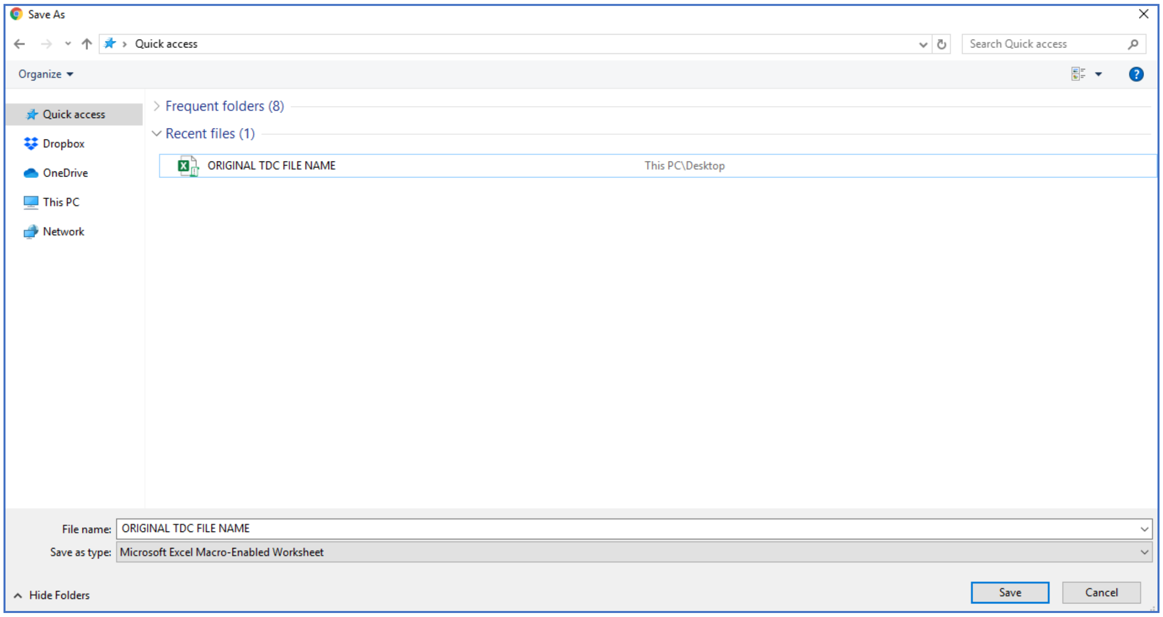
2. Once the setting is set, open your email, and click on the file within your email



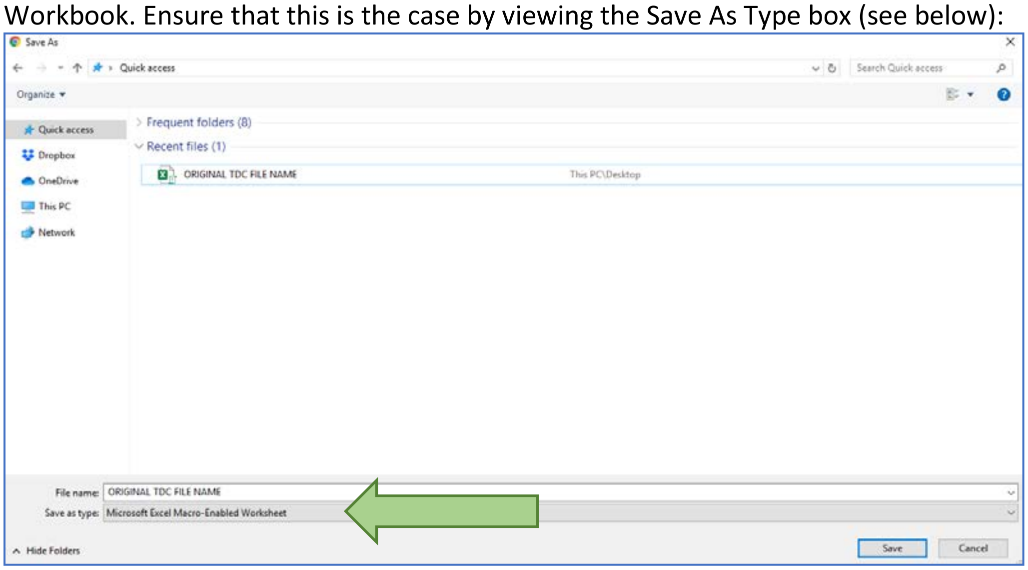
3. Click on the down arrow, and click **Download**



4. You will see a new pop up window that asks you where you want to save your file.



5. Save the file to your computer.
6. Name the file with the format shown below.
   a. *WI TDC.FirstName.LastName*
7. **DO NOT** change the file extension. The file extension should be **.XLSM** or Excel Macro-Enabled Workbook. Ensure that this is the case by viewing the Save As Type box (see below):

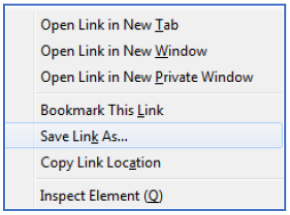


8. Click the Save button to save the file.

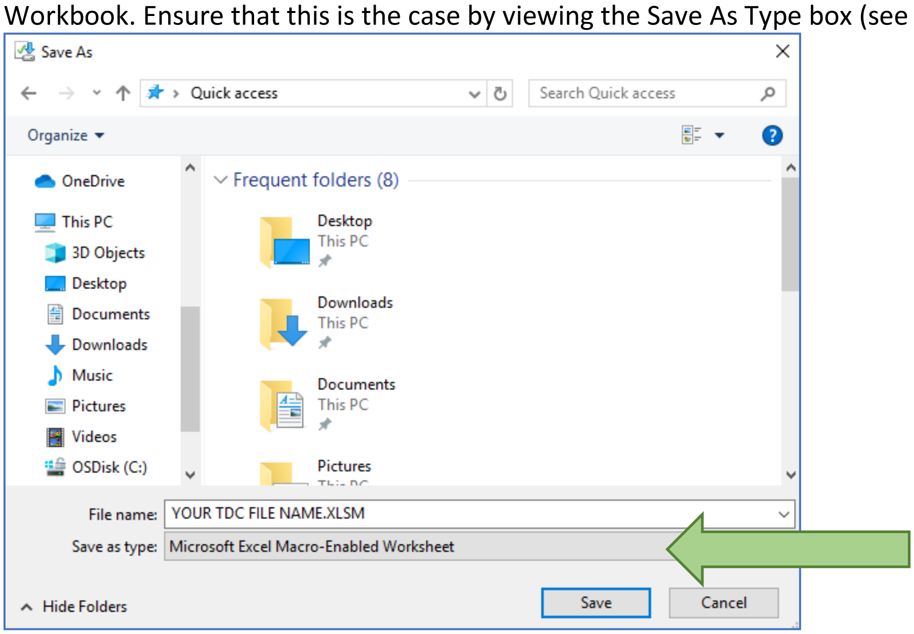
9. You can then open the file by navigating to the saved location and finding the file on your computer.
10. Once the TDC is open, you DO NOT need to save the file (i.e., File > Save) as the file is saved automatically via background programming.

1.1.3 If you are using Mozilla Firefox…

1. Right click on the file attachment to bring up the following box:



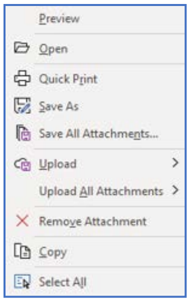
2. Select the 'Save link as' option.
3. Save the file to your computer.
4. Name the file with the format shown below.
    a. *WI TDC.FirstName.LastName*
5. **DO NOT** change the file extension. The file extension should be **.XLSM** or Excel Macro-Enabled Workbook. Ensure that this is the case by viewing the Save As Type box (see below):



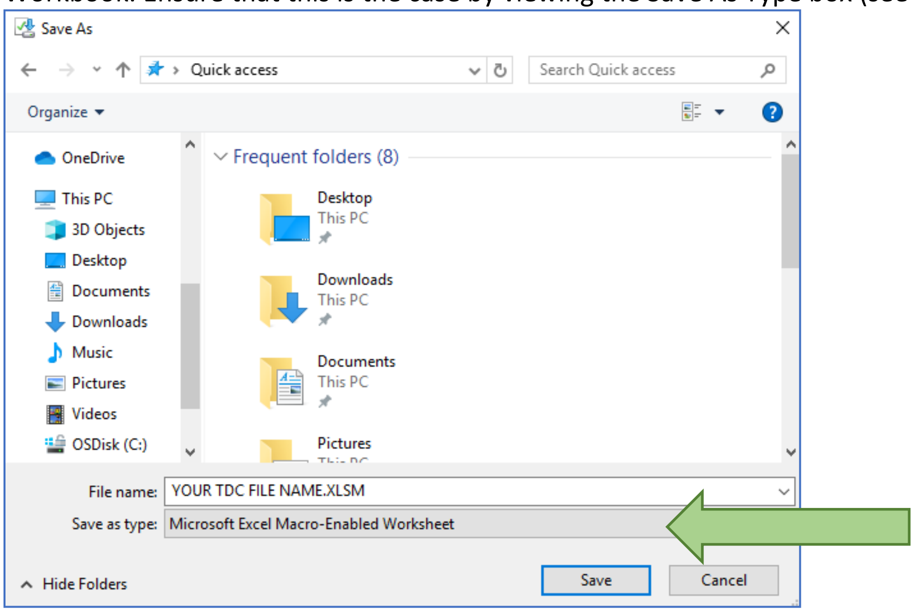
6. Click the Save button to save the file.
7. You can then open the file by clicking the download button at the top-right of your Firefox browser once the file is finished downloading or by finding the file on your computer by navigating to the saved location.
8. Once the TDC is open, you DO NOT need to save the file (i.e., File > Save) as the file is saved automatically via background programming.

1.2 I Use Microsoft Outlook

1. Right click on the file attachment to bring up the following box:



2. Select the 'Save As' option.
3. Save the file to your computer.
4. Name the file with the format shown below.
   a. *WI TDC.FirstName.LastName*
5. **DO NOT** change the file extension. The file extension should be **.XLSM** or Excel Macro-Enabled Workbook. Ensure that this is the case by viewing the Save As Type box (see below):

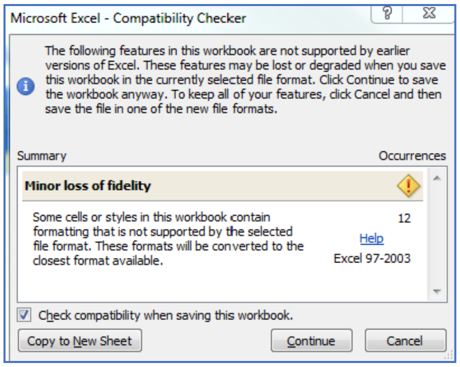


6. Click the Save button to save the file.
7. You can then open the file by finding the file on your computer by navigating to the saved location.
8. Once the **TDC is open**, you DO NOT need to save the file (i.e., File > Save) as the file is saved automatically via background programming.

2. Getting Started with the TDC File

2.1 Click Past the Compatibility Checker

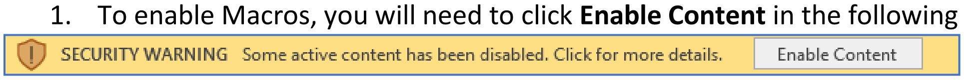
You may see the following message after saving the file:



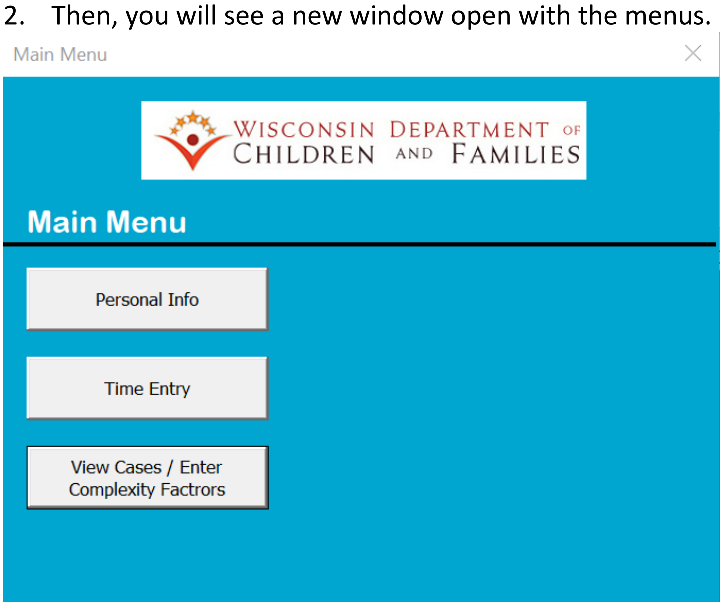
This is expected. It is not an issue and will not prevent you from working with the TDC Tool. Uncheck the "Check compatibility when saving this workbook" box to prevent this message from appearing again and click "Continue" to move past this warning.

2.2 Enabling Macros

1. To enable Macros, you will need to click **Enable Content** in the following pop up bar.



2. Then, you will see a new window open with the menus.



3. TDC Technical Troubleshooting

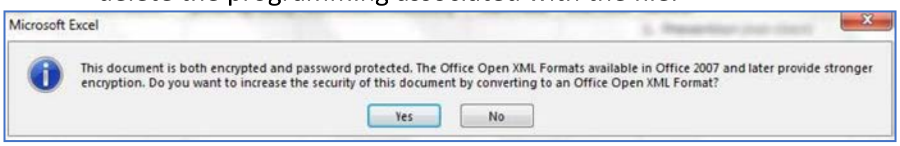
Help Desk Email: WisconsinWorkloadStudy@icf.com

3.1 "The File Will Open, But Nothing Happens and the Buttons Don't Work"

- Have you Enabled Macros?
    a. If **No**, please view the Enabling Macros section on the previous page.
    b. If **Yes**:
        i. Please verify that the file format (i.e., file extension) is .xlsm. To verify, in Excel go to File > Save As and view the **Save as type** selection. You should see "Excel Macro-Enabled Workbook" as the type listed.
            1. If you see another type (ex. "Excel Workbook"), your file has been converted and needs to be sent to the help desk with the subject line: *File Type Changed*.

3.2 "I Received a Message Box Asking Me to Convert the File. What Should I Do?"

- If you receive the message box shown below, **Select No**. By changing the file format, you could delete the programming associated with the file.



3.3 "Should I Change the File Type To An Excel Workbook (.xlsx)?"

- **No**. The file extension is, and should remain, .XLSM (Excel Macro-Enabled Workbook). By changing the file format, you could delete the programming associated with the file.

3.4 "I Am Able to Open the File and Use the Various Forms, But All of MY Data are Gone"

- Are you opening the file from your email?
    a. If **Yes,** you need to open the file that you previously saved (i.e., the file with your name) and not the file from the email. The email file is simply an attachment and does not retain any data.
    b. If **No,** are you certain you are viewing the correct information on the forms? As an example, for the Time Entry page, are you viewing the date where you entered data previously?
        i. If **Yes,** ensure that you do not have multiple versions of the TDC by searching your system. You may, in fact, have saved your data in a document with a similar name or in a different location.
        ii. If your issue is still unresolved, please email the help desk with the subject line: *Cannot Find Data*. Include your TDC file with this email

3.5 “I Received a Message Box That Asked if I want To Overwrite or Replace a Previously Saved File. What Should I Do?”

- Select **No**
- Did you try to manually save by going to File > Save As?
    - **a.** If **Yes,** there is no need to save the file manually, as it is saved automatically via background programming. If you wish to rename the file, please do so by navigating to the file location, right clicking the file, and selecting ‘Rename’
    - **b.** If **No,** if this is not your first time entering data, ensure that you accessed the file from the file location (ex. U drive) AND NOT the email
    - **c.** If your issue is still unresolved, go to File > Save As and save the file as a different name. Then email the help desk with the subject line: *Overwrite Issue*.

Frequently Asked Questions

4. TDC Process

1. When will the final TDC be distributed?
    a. The final version of the TDC will be released prior to March 1. Your agency leadership will be sharing the file with you via email.
2. Who should participate?
    a. A representative sample of agencies across the state have been asked to participate in the time study. We request that all supervisors, caseworkers/social workers, and case aides (or similar titles in your agency) participate in the time study.
    b. Staff who work on child welfare and/or youth justice cases are asked to participate.
3. Should new employees participate?
    a. Yes
4. How long will it take to fill out the TDC?
    a. The daily data entry depends somewhat on the number of activities completed during the day but should take no more than 10 minutes once you are familiar with the work activities and other inputs are understood.
5. Does my supervisor have access to my TDC information?
    a. No, your supervisor will not have access to the information you input in the TDC.
6. Will directors receive a report of who has completed their TDC?
    a. Agency directors or state office staff may receive a list of staff who submit a completed TDC. They will not have access to your individual data but may be notified of individuals who did or did not submit their timesheet.

5. Technical Issues

7. What do I do if I can’t access my TDC when I want to record time?
    a. This guide includes a sheet that allows you to copy and record your time by hand until you can access the TDC (see page **Error! Bookmark not defined.**).
8. Can I use another Excel workbook while the TDC is open?
    a. No, you must exit and close the TDC to use another Excel workbook.
9. What is the password for the TDC file?
    a. The password to access the TDC file is: **Wisconsin**

   b. The password is case sensitive and must be typed in all lower case letters.
10. I opened the file, but it won't let me select the *Time Entry* form. What do I do?
   a. You need to complete the *Personal Info* form before you can access the *Time Entry* form. After you have entered and saved your personal information, you will be able to access the *Time Entry* form.

6. Personal Information

11. Why do I have to enter personal information? Who is going to see it?
   a. The study will investigate how certain demographic variables impact workload. Information will only be reported at the aggregate level, and none of your individual personal information will be distributed outside of the workload study team.
12. How many times do I need to complete the *Personal Info* form?
   a. You will only need to complete this information once, at the start of the study.
13. I don't work a 40-hour schedule. How should I record this?
   a. The *Personal Info* form includes a question for the number of hours that you are paid to work on Department of Human services each week. You should enter what is considered your "standard" work week. Then, the *Time Entry* form will allow you to enter your "real" work day including time spent on work activities as well as time spent on breaks, etc.
14. I am on-call for part of each week. How do I include this in the question about average hours worked per week?
   a. This figure should only include the time that you actually work, not time that you are on-call but not completing work tasks.
      i. For example, imagine you work a 40-hour week and are on call for 8 hours on a Saturday. Even though you are on call on the Saturday, you are not contacted to conduct any work. In this example, your work hours would be 40 total hours.
      ii. Alternatively, imagine the same situation but instead you were called for an emergency and spent 4 hours working on a case. In this example, your hours for the week would be 44 total hours (40 hours during the week + 4 hours on Saturday).
   b. The figure in the personal information tab asks you to think about how many hours you work per week, on average.

7. Time Entry

15. What time increments should I enter my time in?
   a. The actual time they take. You may wish to wait until a series of the same activities performed for the same client occur to aggregate the time associated with them. For example, if you make a series of phone calls to a client to arrange a meeting, you could include the time involved in a single activity record.
16. What is the smallest time spent on an activity that needs to be recorded?
   a. This is up to the user. In general, we wish to capture as much of your time during the day as possible. A goal is to try to capture 95% of your time. But there may be some minor tasks that take less than 5 minutes that do not need capturing.
17. If I am working on multiple cases at once, do I need to record all of the eWiSACWIS ID numbers?
   a. You only need to record the specific case ID number if the work activity you are recording involves a single case. If you are working on multiple cases, select the

appropriate option from the drop-down menu next to 'No or Multiple Case Numbers' to indicate the number of clients you are working with.

18. I'm not sure which task category and task to use for an activity I worked on. What should I do?
    a. You may want to review the Service Area and Task Reference in the Appendix of this guide for the complete list of tasks that are in the tool.
19. How can I check my time entry data after I have input it?
    a. The data display at the bottom of the *Time Entry* form will show entered data in chronological order for each day selected in the tabs above the data layout. The tabs will display for a 7-day cycle including and around the selected date. Rows in the data layout represent activities and can be edited by selecting the Edit Record button at the bottom of the screen. The activity data will appear in the form, and you can edit the data and save your updates.
20. What does 'Gap' mean in the data layout of the *Time Entry* form?
    a. Gaps are indicated when the end time of the previous task is after the start time of the subsequent task in the daily list. This allows you to quickly determine if another task to account for the gap should be entered. Remember, ALL work activities should be entered throughout the day.
21. What does 'Overlap' mean in the data layout of the *Time Entry* form?
    a. Overlaps are indicated when the end time of the previous task overlaps with the start time of the next task. This allows you to quickly determine if the start or end time of an activity should be adjusted. Activities should be ordered sequentially and should not overlap.
22. I took a break in my workday to take care of personal responsibilities. Do I need to enter that time?
    a. Yes, personal time should be entered in the TDC using the *Leave, Breaks, and On-Call Time* Task Category and the *Lunch or other break (unpaid)* Task. All daily tasks should be captured including lunch breaks, personal breaks, and other breaks taken.
23. I spend a lot of extra time waiting on my slow computer. How should I enter that time?
    a. Time spent waiting on the computer should be included with the task you are working on; it is not recorded separately. For example, if you are performing eWiSACWIS Data Entry work that takes 15 minutes including 5 minutes waiting on your computer to load the data entry screen, you would record all 15 minutes under "eWiSACWIS documentation." If you start performing other tasks while you are waiting, you would enter those tasks as you would during any other part of your day. For example, if you go to talk with a coworker about personal matters, you would enter your time as a break.
24. How do I enter activities for a different date?
    a. Select the desired date from the drop-down menu in the top left of the Time Entry form. You can also select a date by clicking the date tabs in the bottom portion of the form.
25. If I am doing work for another agency, should that time be entered for my office or the other office?
    a. Work should be recorded for the agency for which the work is being done. Your agency is already recorded with your personal information. If you are completing work for an agency other than your primary agency, you can change the agency in the drop-down menu in the upper left hand corner of the time entry form.
26. I flex on Fridays. How should I enter my time on that day?
    a. If you are not scheduled to work on a specific day, you do not need to enter time for that day. Only enter time off if you are scheduled to work and do not actually work (e.g., time off, holidays).

8. Submitting the TDC

27. How do I submit my TDC?
    a. At the end of the first week of data collection (i.e., March 6 or 7), email the file to: WisconsinWorkloadStudy@icf.com.
    b. Ensure your file is named with the following naming convention: *WI TDC.firstname.lastname*.
    c. At the end of the month, submit your completed file again to WisconsinWorkloadStudy@icf.com.
28. Does my manager need to approve my TDC file before it is submitted? Do I need to copy my manager or administrator when I email my TDC?
    a. No, your TDC does not need to be approved prior to submittal, and you do not need to copy anyone else on the email.
29. After I submit my TDC for QC, do I keep using the same file?
    a. Yes, keep using the same TDC file throughout the entire month of March.

Paper Version of TDC

This paper version of the TDC can be used to record your time when you are unable to access the electronic TDC. Use this form to record your time by hand, and then input your data into the electronic TDC when you are back at your computer.

Date	Start Time	End Time	eWiSACWIS Case # *(or Provider ID, or Non-case)*	Associated Practice Area(s)	Task Category	Task

Appendix H: Creation of Practice Area Average Time Per Case Tables

Creation of Practice Area Tables

The following is a more detailed explanation of how the practice area average time per case tables were developed. The final tables are presented in exhibits 5-12 through 5-17.

Distribution of Cases (% of Cases)

The case-specific data collected during the study was filtered to only those TDC entries allocated to a single practice area and the distinct case count was calculated by task category (e.g., Administration, Child Contact). This was done for each of the six practice areas. The percentage of cases receiving service was calculated by dividing the number of cases receiving service within a task category by the total number of unique cases across the practice area. It is important to note that the same case could have received service in multiple task categories within the practice area, thus the total number of unique cases across the entire practice area was not equivalent to taking the sum of unique cases for each task category.

Task Category and Task Hours

In some instances, time study participants did not assign their case-specific time to a single practice area, but instead they allocated their time to either more than one practice area or did not specify a practice area. As a result, task hours were calculated by accounting for both hours associated with cases with a single practice area, and hours associated with cases with either no assigned practice area or more than one assigned practice area.

1) Task Hours – One Practice Area

The case-specific data were filtered to only those TDC entries allocated to a single practice area. The sum of hours for each task, and task category, was calculated for each practice area. The percentage of total practice area hours spent on each task was also calculated.

2) Task Hours – No Practice Area or Multiple Practice Areas

The case-specific data were filtered to only TDC entries with zero or two or more practice areas.

To best represent how the hours which were attributed to zero or two or more practice areas should be distributed, we used the SM04A103 Case Assignment Report provided by DCF. This file provides information on each case assigned to a caseworker in March 2020 when the time study was conducted, including the case type. The case types in this file were translated into the six practice areas used in the time study as follows in Exhibit H-1:

Exhibit H-1: Assignment of Case Types to Practice Areas

Case Type from WI Case Assignment Report	Assigned Practice Area
Child Welfare	Ongoing Services

Child Welfare & Youth Justice	Youth Justice Ongoing
CPS – Licensed/Certified Provider	Recruitment/Licensing/Kinship
CPS Family – Initial Assessment	Initial Assessment
CPS Family – Initial Assessment & YJ	Youth Justice Intake
CPS Family – Ongoing	Ongoing Services
CPS Family – Ongoing & YJ	Youth Justice Ongoing
DCF Guardianship – County Custody	Recruiting/Licensing/Kinship
ICPC	Ongoing Services
ICPC Pre-Adoptive Child	Recruiting/Licensing/Kinship
Pre-Adoptive Child	Recruiting/Licensing/Kinship
Youth Justice	Youth Justice Ongoing

The number of distinct cases in each of the six practice areas was then calculated for each caseworker. The counts of distinct cases were then transformed into the percentage of cases in each practice area, for each caseworker. For example:

> Case Worker ID 12345 has 14 cases (1 Ongoing Services, 2 Youth Justice Intake, and 11 Youth Justice Ongoing), which calculates to 7.14% Ongoing Services, 14.29% Youth Justice Intake, and 78.57% Youth Justice Ongoing cases.

For all case-specific hours with zero or two or more practice areas that could be linked to a specific caseworker, the percentages calculated from the Case Assignment Report (as described above), were used to distribute these hours among the 6 practice areas. For example:

> Case Worker ID 12345 has a line entry of 2 hours, assigned to no practice area. The 2 hours were distributed among the six practice areas based upon caseworker 12345's existing caseload in the Case Assignment Report, as follows:

- Ongoing Services: 2 hours * 7.14%= .14 hours
- Youth Justice Intake: 2 hours * 14.29%= .29 hours
- Youth Justice Ongoing: 2 hours * 78.57% = 1.57 hours

The same process was repeated for every line of data that that could be linked to a caseworker and that was allocated to either zero or two or more practice areas. In total, the breakdown of hours with either zero or two or more practice area was grouped as follows in Exhibit H-2:

Exhibit H-2: Total Hours and Percentage of Total Hours Assigned to Practice Areas

Practice Area	Total Hours (0, 2,3,4,5,6 practice areas)	% of Total Hours
Access	N/A*	N/A*

Initial Assessment	2,552.4	19.8%
Ongoing Services	6,343.28	49.2%
Youth Justice Intake	949.99	7.4%
Youth Justice Ongoing	2,830.45	22.0%
Recruitment/Licensing/Kinship	216.04	1.7%
TOTAL	**12,891**	

*The Case Assignment Report did not identify cases allocated to the Access practice area.

There were a small number of remaining hours from the TDC (1518.71 hours) that could not be linked to the Case Assignment Report. These hours were distributed based on the percentage distribution of hours with zero or two or more practice areas from all individuals who could be linked between the Case Assignment Report and the TDC file (see % of Total Hours column in Exhibit H-2), as follows in Exhibit H-3:

Exhibit H-3: Distribution of Unassigned Hours to Practice Areas

Practice Area	Hours
Initial Assessment	1518.71 hours * 19.8% = 300.7 hours
Ongoing Services	1518.71 hours * 49.2% = 747.3 hours
Youth Justice Intake	1518.71 hours * 7.4% = 111.8 hours
Youth Justice Ongoing	1518.71 hours * 22.0% = 333.5 hours
Recruitment/Licensing/Kinship	1518.71 hours * 1.7% = 25.5 hours

The total case-specific hours with zero or two or more practice areas were then summed with the total hours from individuals whose data could not be linked, for each practice area, as follows:

- Initial Assessment: 2552.40 hours + 300.7 hours = 2853.1 hours
- Ongoing Services: 6343.28 hours + 747.3 hours = 7090.59 hours
- Youth Justice Intake: 948.99 hours + 111.8 hours = 1060.79 hours
- Youth Justice Ongoing: 2830.45 hours + 333.5 hours = 3163.9 hours
- Recruitment/Licensing/Kinship: 216.04 hours + 25.5 hours = 241.49 hours

Next, these hours needed to be allocated to the tasks within each practice area. This was calculated using the percent of case-specific hours for each task, based on TDC data linked to a single practice area. For example, the Ongoing practice area breakdown is indicated in Exhibit H-4.

Exhibit H-4: Allocation of Additional Hours to Ongoing Services Practice Area

Ongoing Services Task Categories	Sum of Task Hours (1 Practice Area)	% of Total Ongoing Service Hours	Allocation of 0 or 2 or more Practice Area Hours
Administration	2,753.18	39.37%	7090.59 hours * 39.37% = 2791.56
Case-specific Training, Consultation, and Meetings	894.20	12.79%	7090.59 hours *12.79% = 906.6
Child Contact	796.88	11.39%	7090.59 hours *11.39% = 807.9
Travel	755.92	10.81%	7090.59 hours *10.81% = 766.4
Parent Contact	623.62	8.92%	7090.59 hours *8.92% = 632.3
Other Contact	472.02	6.75%	7090.59 hours *6.75% = 478.6
Court related time	439.22	6.28%	7090.59 hours *6.28% = 445.3
Out-of-Home Care Provider Contact	192.45	2.75%	7090.59 hours *2.75% = 195.1
Attempted contact	39.12	0.56%	7090.59 hours *0.56% = 39.7
Placement	26.88	0.38%	7090.59 hours *0.38% = 27.3
Grand Total	**6,993.48**	**100.00%**	

The task hours associated with single practice area were then summed with the task areas allocated from zero or two or more practice areas, to arrive at a total number of hours spent per task within the practice area.

Hours per Case

To calculate the average hours spent per case for each task, the total task hours were divided by the number of cases receiving service in that task. This was also calculated at the task category level for each practice area.

Contributed Time

The contributed time was calculated by multiplying the average hours spent per case by the percentage of cases receiving service, for each task. This was also calculated at the task category level. The contributed time for each task category was summed to arrive at the total average time spent, per case, within a given practice area.

Adjustments Made to Recorded Time

Several adjustments to the time study recorded time were made following the initial data collection. The first adjustment was to account for time spent by supervisors that participated in the time study. While some supervisors assist with caseworker services, specific tasks related to the task category of "Case-specific Training, Consultation, and Meetings" were not deemed to be appropriate to include in the caseworker case-specific service time. Therefore, case-specific time allocated by supervisors to this task category in the time study was removed from the overall caseworker service hours for each practice area for which it was recorded. Additional information regarding how supervisors that participated in the time study allocated their time is included at the end of this chapter.

The second adjustment required was to account for service hours that were below what would be deemed full time casework. As indicated in Exhibit 5-4, the total hours recorded during the time study did not equate to the expected value of hours if all staff were to record their total paid work hours (including work and non-work/leave) over the two-week period. This is not uncommon in time studies as staff may not account for all of their actual work time during the time study. However, it is critical to adjust the average case service time for this "missing" time, or else the overall staffing model developed from the time study will underestimate the amount of time and FTE required to service cases.

This adjustment was carried out by completing the following steps:

1. Determining the expected total hours to be recorded by the sample participants in the time study. This was accomplished by using the sum of the "paid work hours per week" value input by each of the participants retained in the final time study data set. This value was multiplied by two (weeks), resulting in an expected total of 51,070 hours.
2. Subtracting the actual hours recorded in the time study (i.e., 47,221 hours) from the expected total hours (i.e., 51,070 hours). This resulted in a difference of 3,849 hours. To correct the recorded hours to equate to the expected total, we multiplied the recorded hours by the following ratio: 51,070/47,221 = 1.0815, (i.e., an increase of 8.15%).
3. We then multiplied the recorded hours by the percentage of case related time as indicated by the actual recorded time during the time study (i.e., 67.5%). This adjustment was made so that only case-specific time was added back into the model.
4. Each practice area and task category were then adjusted for the percent of missing time based on the original practice area percentages of total case-specific time as indicated in Exhibit 5-6 above.
5. All adjustments were controlled by creating a practice area by task category table which allowed for the distribution of the adjusted hours by total time and then the allocation of increased time based on the percentage of time within each practice area and task category.

Exhibit H-5 presents the percentage increases to the original average case time for each practice area. The percentage adjustments allocate additional case-specific time to account for missing time not recorded by time study participants.

Exhibit H-5: Percentage Adjustment to Original Average Case Time from Time Study

Practice Area	Access	Initial Assessment	Recruiting / Kinship/ Licensing	Ongoing Services	Youth Justice Intake	Youth Justice Ongoing
Percentage Increase to Initial Time Study Average Case Time	0.215%	1.074%	0.225%	2.490%	0.338%	1.127%

Appendix I: Optimal Time Survey

INTRO

The Wisconsin Department of Children and Families is in the final stages of establishing a Statewide case servicing model to assist in estimating appropriate caseloads for child welfare staff. The servicing model was developed using data collected during the March 2020 time study. The model captures the average **Actual Time** (in hours and minutes) spent servicing a case *in a month*, by servicing category.

At this time, WI DCF would like you to provide your feedback on the **optimal amount of time (i.e., Optimal Time)** that should be dedicated to servicing cases within your practice area. Your **Optimal Time** estimates should reflect the amount of time you would like to spend servicing a case, to better ensure positive outcomes for children and families.

Instructions: Please complete the demographic items on this page. Based upon the practice area you select, you will then be directed to a one-page form to provide input on optimal time for that practice area.

COUNTY

Please select your county.
[Drop down list of county names]

EXPERIENCE

How long have you worked in child welfare?

Child welfare experience:
Years: _______
Months: __________

POSITION

Please select the option that best describes your current position.

- ☐ CPS Social Worker
- ☐ YJ Social Worker
- ☐ Foster Care Coordinator/Licensing Specialist
- ☐ Case Aide
- ☐ Supervisor

HOURS PAID

How many hours per week are you paid to work for your agency?

- ☐ __________
- ☐ N/A
- ☐ Refusal
- ☐ Do not know

HOURS WORKED

How many hours per week, on average, do you actually work for your agency?

- ☐ _________
- ☐ N/A
- ☐ Refusal
- ☐ Do not know

PRACTICE AREA

Please indicate your primary practice area.

(Note: If you work across multiple practice areas, please select the area where you are most interested in providing feedback on optimal time.)

- ○ CPS Access
- ○ CPS Initial Assessment/Child Welfare Services
- ○ CPS Ongoing
- ○ YJ Intake
- ○ YJ Ongoing
- ○ Recruiting/Licensing/Kinship

[Participants branched to survey questions based on primary practice area indicated]

INITIAL ASSESSMENT INTRO

CPS Initial Assessment/Child Welfare Services

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

Step 1 – Please familiarize yourself with the service categories for the Practice Area. Examples of the types of tasks which fall into each service category are provided in Exhibit 2. Then, consider the Time Study average **Actual Time** being spent, per case, per month for each service category.

Step 2 – Under Optimal Hours/Minutes for each Task, please enter the *optimal* amount of time (in hours and minutes) you feel should be dedicated per case, per month, for the service category. For example, for 1 hour 30 min, enter 1 in the hours column and 30 in the minutes column. For 20 minutes, enter 0 in the hours column and 20 in the minutes column).

Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time translates to a monthly caseload of 14-17 cases.

INITIAL ASSESSMENT

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *3 hours, 30 min*	_______ hrs.	_______ min.	
Parent Contact *59 min*	_______ hrs.	_______ min.	
Child Contact *58 min*	_______ hrs.	_______ min.	
Travel *39 minutes*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and Meetings *38 min*	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours (Per Case, Per Month)**	**Optimal Minutes (Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Other Contact *28 min*	_______ hrs.	_______ min.	
Court Related Time *10 min*	_______ hrs.	_______ min.	
Attempted Contact *5 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *4 min*	_______ hrs.	_______ min.	
Placement *1 min*	_______ hrs.	_______ min.	
Total Average Case Time per Month *7 hours, 32 min*	_______ hrs.	_______ min.	

INITIAL ASSESSMENT TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	Example Tasks
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
Case-specific Training, Consultation and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion
Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
Attempted Contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office

	• Phone or other contact with child
Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents
Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

INITIAL ASSESSMENT COMPLETE

Are you ready to submit your responses?

_____ YES

ONGOING INTRO

CPS ONGOING

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

Step 1 – Please familiarize yourself with the service categories for the Practice Area. Examples of the types of tasks which fall into each service category are provided in Exhibit 2. Then, consider the Time Study average **Actual Time** being spent, per case, per month for each service category.

Step 2 – Under Optimal Hours/Minutes for each Task, please enter the *optimal* amount of time (in hours and minutes) you feel should be dedicated per case, per month, for the service category. For example, for 1 hour 30 min, enter 1 in the hours column and 30 in the minutes column. For 20 minutes, enter 0 in the hours column and 20 in the minutes column).

Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time translates to a monthly caseload of 9-11 cases.

ONGOING

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *4 hours, 32 min*	_______ hrs.	_______ min.	
Child Contact *1 hour, 19 min*	_______ hrs.	_______ min.	
Travel *1 hour, 15 min*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and Meetings *1 hour, 10 min*	_______ hrs.	_______ min.	
Parent Contact *1 hour, 2 min*	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours (Per Case, Per Month)**	**Optimal Minutes (Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Other Contact *47 min*	_______ hrs.	_______ min.	
Court Related Time *43 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *19 min*	_______ hrs.	_______ min.	
Attempted Contact *4 min*	_______ hrs.	_______ min.	
Placement *3 min*	_______ hrs.	_______ min.	
Total Average Case Time per Month *11 hours, 12 min*	_______ hrs.	_______ min.	

ONGOING TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	Example Tasks
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
Case-specific Training, Consultation and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion
Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
Attempted Contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office

	• Phone or other contact with child
Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents
Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

ONGOING COMPLETE

Are you ready to submit your responses?

_____ YES

RECRUITMENT LICENSING KINSHIP INTRO

RECRUITMENT/LICENSING/KINSHIP

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

Step 1 – Please familiarize yourself with the service categories for the Practice Area. Examples of the types of tasks which fall into each service category are provided in Exhibit 2. Then, consider the Time Study average **Actual Time** being spent, per case, per month for each service category.

Step 2 – Under Optimal Hours/Minutes for each Task, please enter the *optimal* amount of time (in hours and minutes) you feel should be dedicated per case, per month, for the service category. For example, for 1 hour 30 min, enter 1 in the hours column and 30 in the minutes column. For 20 minutes, enter 0 in the hours column and 20 in the minutes column).

Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time translates to a monthly caseload of 18-22 cases.

RECRUITMENT LICENSING KINSHIP

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *2 hours, 24 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *1 hour, 31 min*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and Meetings *34 min*	_______ hrs.	_______ min.	
Travel *27 min*	_______ hrs.	_______ min.	
Other Contact *20 min*	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours** (Per Case, Per Month)	**Optimal Minutes** (Per Case, Per Month)	**Reason for difference between Actual Time and Optimal Time**
Court Related Time *10 min*	_______ hrs.	_______ min.	
Placement *7 min*	_______ hrs.	_______ min.	
Child Contact *4 min*	_______ hrs.	_______ min.	
Parent Contact *2 min*	_______ hrs.	_______ min.	
Attempted Contact *1 min*	_______ hrs.	_______ min.	
Total Average Case Time per Month *5 hours, 41 min*	_______ hrs.	_______ min.	

RECRUITMENT LICENSING KINSHIP TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	**Example Tasks**
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
Case-specific Training, Consultation and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion
Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
Attempted Contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office • Phone or other contact with child

Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents
Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

RECRURITMENT LICENSING KINSHIP COMPLETE

Are you ready to submit your responses?

______ YES

YOUTH JUSTICE INTAKE INTRO

YOUTH JUSTICE INTAKE

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

Step 1 – Please familiarize yourself with the service categories for the Practice Area. Examples of the types of tasks which fall into each service category are provided in Exhibit 2. Then, consider the Time Study average **Actual Time** being spent, per case, per month for each service category.

Step 2 – Under Optimal Hours/Minutes for each Task, please enter the *optimal* amount of time (in hours and minutes) you feel should be dedicated per case, per month, for the service category. For example, for 1 hour 30 min, enter 1 in the hours column and 30 in the minutes column. For 20 minutes, enter 0 in the hours column and 20 in the minutes column).

Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time translates to a monthly caseload of 17-20 cases.

YOUTH JUSTICE INTAKE

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *3 hours, 20 min*	_______ hrs.	_______ min.	
Child Contact *46 min*	_______ hrs.	_______ min.	
Court Related Time *45 min*	_______ hrs.	_______ min.	
Other contact *29 min*	_______ hrs.	_______ min.	
Parent Contact *23 min*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours (Per Case, Per Month)**	**Optimal Minutes (Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Meetings *23 min*			
Travel *12 min*	_______ hrs.	_______ min.	
Attempted Contact *1 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *1 min*	_______ hrs.	_______ min.	
Placement *1 min*	_______ hrs.	_______ min.	
Total Average Case Time per Month *6 hours, 21 min*	_______ hrs.	_______ min.	

YOUTH JUSTICE INTAKE TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	Example Tasks
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
Case-specific Training, Consultation and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion
Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
Attempted Contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office

	• Phone or other contact with child
Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents
Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

YOUTH JUSTICE INTAKE COMPLETE

Are you ready to submit your responses?

______ YES

YOUTH JUSTICE ONGOING INTRO

YOUTH JUSTICE ONGOING

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

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Step 2 – Under Optimal Hours/Minutes for each Task, please enter the *optimal* amount of time (in hours and minutes) you feel should be dedicated per case, per month, for the service category. For example, for 1 hour 30 min, enter 1 in the hours column and 30 in the minutes column. For 20 minutes, enter 0 in the hours column and 20 in the minutes column).

Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time translates to a monthly caseload of 15-17 cases.

YOUTH JUSTICE ONGOING

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *2 hours, 51 min*	_______ hrs.	_______ min.	
Child Contact *1 hour, 22 min*	_______ hrs.	_______ min.	
Travel *45 min*	_______ hrs.	_______ min.	
Other contact *38 min*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and Meetings *37 min*	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Parent Contact *33 min*	_______ hrs.	_______ min.	
Court Related Time *23 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *5 min*	_______ hrs.	_______ min.	
Attempted Contact *4 min*	_______ hrs.	_______ min.	
Placement *3 min*	_______ hrs.	_______ min.	
Total Average Case Time per Month *7 hours, 23 min*	_______ hrs.	_______ min.	

YOUTH JUSTICE ONGOING TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	**Example Tasks**
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
Case-specific Training, Consultation and Meetings	• Coordinating case specific meeting (e.g., medical, wraparound, or other team meeting) • Attending case specific meeting (e.g., medical, wraparound, or other team meeting) • Peer consultation • Supervisor/management consultation • Staff meeting with case discussion
Parent Contact	• Coordinating face-to-face contact with parent • Face-to-face contact with parent in field • Face-to-face contact with parent in office • Phone or other contact with parent
Attempted Contact	• Attempted contact with child • Attempted contact with parent • Attempted contact with others involved in case
Child Contact	• Coordinating face-to-face contact with child • Face-to-face contact with child in field • Face-to-face contact with child in office

	• Phone or other contact with child
Placement	• Locating placement for child coming into out-of-home care • Changing placement of child already in out-of-home care
Travel	• Travel time to destination in county • Travel time to destination out of county • Transporting children or parents
Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

YOUTH JUSTICE ONGOING COMPLETE

Are you ready to submit your responses?

____ YES

ACCESS INTRO

CPS ACCESS

You may feel that the **Optimal Time** you would like to be able to dedicate to a case differs from the **Actual Time** estimates obtained from the time study. The **Optimal Time** could be either an *increase* in servicing time (e.g., to be able to spend additional time with children, families, or attend to other important aspects of a case) or a *decrease* in servicing time (e.g., if there are inefficiencies currently slowing you down which could be improved upon).

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Step 3 – If your **Optimal Time** estimate is different from the Time Study average **Actual Time** estimate, please provide a short description of the reason for the difference between the two estimates.

Note: The current case average service time is estimated for a single Access report if a worker completes roughly 45-49 Access reports per month.

ACCESS

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Administration *1 hour, 28 min*	_______ hrs.	_______ min.	
Other Contact *52 min*	_______ hrs.	_______ min.	
Case-specific Training, Consultation and Meetings *4 min*	_______ hrs.	_______ min.	
Parent Contact *1 min*	_______ hrs.	_______ min.	

Service Category *Time Study Average Actual Time*	**Optimal Hours** **(Per Case, Per Month)**	**Optimal Minutes** **(Per Case, Per Month)**	**Reason for difference between Actual Time and Optimal Time**
Attempted Contact *1 min*	_______ hrs.	_______ min.	
Child Contact *0 min*	_______ hrs.	_______ min.	
Placement *0 min*	_______ hrs.	_______ min.	
Travel *0 min*	_______ hrs.	_______ min.	
Out-of-Home Care Provider Contact *0 min*	_______ hrs.	_______ min.	
Court Related Time *0 min*	_______ hrs.	_______ min.	
Total Average Time per Report *2 hours, 28 min*	_______ hrs.	_______ min.	

ACCESS TASKS

Exhibit 2. Example Tasks for each service category.

Service Category	**Example Tasks**
Administration	• eWiSACWIS documentation • Court reports or other court documentation • Case review and research • Other clerical or administrative, case specific (e.g., writing referrals, record request)
Other Contact	• Coordinating other contact • Contact with reporter • Face-to-face contact with collaterals • Phone or other contact with collaterals
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Out-of-Home Care Provider Contact	• Coordinating face-to-face contact with alternative care provider • Face-to-face contact with alternative care provider in field • Face-to-face contact with alternative care provider in office • Phone or other contact with alternative care provider
Court Related Time	• Preparation for court (e.g., meetings, preparing documentation) • Wait for and participate in hearings • Wait for and participate in mediation

ACCESS COMPLETE

Are you ready to submit your responses?

_____ YES