



Date: October 23, 2025

To: Initial Assessment Specialist Supervisors (IAB, PD and Access)

From: Bridget Chybowski, Division Administrator; Mika Makarovich, Deputy Administrator; Demetra Parr-Nelson, IA Bureau Director; and Lee Johnson, Access Section Manager

Re: After Hours Functions/Routines Guidance to Support Work/Life Balance

Background

The DMCPs Access, Initial Assessment and Professional Development supervisors provided information related to the job duties/functions during After Hours that impede on daily work/life balance. There was a request to offer support/structure from DMCPs Administration that would make performing the After-Hours supervisory function more conducive to work/life balance.

The following guidance outlining the supervisory functions and work processes has been developed as a result of the time spent gathering information from the supervisory group, understanding work patterns, processes, and barriers that impact workload during the after-hours shift. The purpose of this guidance is to assist with establishing consistent work expectations, with an emphasis on doing what is needed in the moment and putting off what can wait.

Recommendations were brought forth to spread after-hours shifts evenly across the management teams. At this time, there will be no changes to our current practice regarding after-hours coverage. Supervisors shall work together to propose any recommended changes to the after-hours schedule/coverage.

Managing the After-Hours Shift

The following after-hours shift task designations are meant to promote consistent flexibility with the after-hours tasks that have been determined (*through feedback, current practice and observations*) by supervisors and program managers to contribute to work/life balance issues. It is understood and expected there may be times in which supervisors and program managers performing the after-hours function may need to carry over/perform certain tasks from their after-hours shift into the next business workday. Along with this guidance document, supervisors and program managers are expected to follow the established afterhours policy, required/established trainings, knowledge and experience of the job and the afterhours functions and supervisory directives.

Tasks to Be Completed During the After-hours Shift:

- Screening access reports which require immediate face-to-face response during the after-hours shift.
- Assigning cases to an IAS who need to make immediate face-to-face response during the after-hours shift.
- Consultation with the Access staff and/or IAS on access reports and/or family contacts which require immediate response during the after-hours shift.
- Consultation with community providers on emergent on the spot case related circumstances (*ex. contacting after- hours ADA/duty judge for pick-up orders*).
- Consultation with the program manager prior to dispatching an IAS to make contact with a child/youth when learning there may be a placement need for a child/youth known to exhibit behaviors such as self-harm, physical harm to others, and/or damage property.
- Coordination of staffing as needed for coverage, case assignments and child supervision.
- Contact with the program manager and IAS' primary supervisor regarding these issues must be done via email and/or the next business day unless emergent situations/circumstances arise that warrant same night consults.

Tasks that may be Held Over/Completed the next Shift/Business Day:

- Screening and assigning access reports from the after-hours access staff that were not designated as requiring immediate response. These reports may be screened the following morning of their after-hours shift.
- Screening and assigning access reports from the after-hours access staff that, were not completed by the after-hours access staff until the next shift or business day.

Please note:

- The Monday through Thursday and Sunday evening after-hours supervisor may screen and assign access reports during their next business day shift.
- The after-hours supervisor may communicate (*if support is needed*) with the supervisor on the next/upcoming after-hour's shift and/or with the business day access supervisors requesting support with screening these reports.
- To ensure timely screening, all access reports must be screened from the oldest order by all supervisors responsible to perform the access function at the time of their shift (*during after-hours or business day Access*). These reports will be added into the order of the reports screened for the day and should not be skipped unless designated by the after-hours supervisor or access supervisor.

- The after-hours supervisor must communicate with the after-hours supervisor on the next/upcoming shift if support is needed with screening access reports.

Access supervisors may communicate with the IA supervisors if support is needed to assist with screening access reports during the business day

- Screening and assigning Independent Investigation reports.
 - These reports must be screened and assigned no later than the start of the next business day shift.
- Reviewing and approving TPC documentation
 - The primary supervisor may take over this task during the regular business hours; communication between supervisors must occur regarding this decision.
- Sending out the Child in the Building (CIB) email notifications may occur during the waking hours of your shift (*at the end of your shift*).
- Other Documentation
- Placement approvals
- Medication approvals
- DA/Judge Notifications for Pick-up Order
- Communications/emails prepping and notifications to:
 - next afterhours supervisor
 - Access/IA supervisor
 - IAS
 - program manager
 - partner agency/other counties
 - community partners-LE, schools, etc.
- Egregious/child death/media reports:
 - These notifications may be sent out on screened in reports and on open cases.

- During the Sunday through Thursday after-hours shifts, the notifications may be made during the waking hours of your shift (at the end of your shift).
- During the Friday through Saturday after-hours shifts, the notifications can be made at the start of the business day shift (*Monday morning*).

Appendix:

After-Hours Shifts

During 2023, there were a total of 105 after-hours shifts:

- A total of 6 out of 22 supervisors worked 69.5% of these shifts.
- A total of 10 out of 22 supervisors worked 98.1% of the shifts (covering 6– 13 shifts)

In 2024 (January– October), there were a total of 78 shifts:

- A total of 10 out of 22 supervisors worked 100% of the shifts with 5 taking 10 or more (10– 12) and 5 taking 6 or less (6– 1)

During 2023, there were a total of 52 after-hours shifts for program managers:

- All IAB program managers worked shifts with one program manager accounting for 40.4% of the shifts

In 2024 (January– October), there were a total of 39 shifts for program managers:

- All IAB program managers worked shifts with one program manager accounting for 41% of the shifts

Access, Professional Development and Initial Assessment Supervisors

October 23, 2025

Page 5