

CHILD PROTECTION SERVICES
STANDARDS FOR EFFECTIVE PRACTICE
STANDARDS FOR HUMAN RESOURCES

11.1 ADMINISTRATION

Council on Accreditation Standards

The Council on Accreditation Standards G4.1 (Human Resource Planning, Organization and Deployment); and G4.2 (Personnel Policies and Procedures) link to and support Standard 11.1 *Administration*.

Administrative Code

There are no Ohio Administrative Code Rules that directly address Standard 11.1 *Administration*. See Chapter 4000 of the Administrative Procedures Manual (APM).

I. Philosophy

County Public Children Services Agencies (PCSAs) that have the support of the community will receive the financial support and have access to the community resources necessary to increase the safety of children and the stability of the community's families.

II. Outcome

Staff will achieve increased job satisfaction in a county public children services agency that is vision driven, mission focused, and outcome based. When each staff member is presented with clear expectations of what his/her job entails, how his/her efforts support the safety of children, the stability of families, and the well-being of the community, more staff will remain in the employment of the PCSA and contribute to the attainment of the articulated vision.

III. Evaluation

FACSIS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- extent to which the agency has a Vision Statement developed with the community's input, updated Mission Statement, and current Strategic Plan identifying Strategic Initiatives;
- extent to which Standards of best practice are embraced and used to guide the organization;
- whether or not a formal new staff orientation program is routinely conducted.

IV. Standards for Implementation

- 1) The PCSA will understand the Excellent Systems Model and utilize this framework to develop a series of systems transformation/strategic plans which prioritize the critical issues to be addressed and has the support of the community. The plans will contain:

- a. a vision, shared and crafted by the community, of what the community's hopes are for its children, families, and the community itself ten years from now and representative of the shared community values;
 - b. a clear sense of purpose or unique contribution, shared and crafted by the community, that the PCSA can be expected to make to attain that vision, which is representative of the mission of the PCSA;
 - c. prioritized, critical initiatives identified as strategic and necessary to transform the PCSA toward excellence, and attached to each of these critical initiatives are measurable objectives and discrete activities with time lines and responsible persons for seeing that the activities are completed;
 - d. a regular, internal process for reviewing the plan to identify accomplishments made and barriers encountered as the plan is implemented; as barriers are encountered, new strategies are developed to overcome those barriers;
 - e. a process to communicate the successes of the plan to the stakeholders, external to the PCSA, to keep them appraised of accomplishments, barriers encountered, and to build the perception of accountability with the external community; and
 - f. a process to communicate the successes of the plan to the internal staff of the PCSA; success breeds success and staff should be regularly recognized for their contributions to increasing child safety and family stability.
- 2) Agency structure, policies and procedures, and all decisions made should be compared against the strategic vision and organizational purpose to ensure these are consistent with both. If they are not, they should be reworked until they are before issuing. Once issued, these policies, procedures, and decisions should be made available to all staff and questions answered until they are clearly understood by all staff.
 - 3) Agency needs, e.g., financial, human, staff training, and community resources are directed to, redirected to, developed, or advocated for, based on the values made explicit in the vision, which support the agency's purpose or mission.
 - 4) PCSA leadership will be externally oriented, mission focused, and opportunity seeking. The leadership will identify all key stakeholders: elected officials, appointed officials, community leaders, the media, and the general public who must make contributions from their vantage point to achieve the strategic vision and support the agency's mission. Relationships will be established with each of these stakeholders and information as to the agency's progress furnished to them on a regular basis. The strategic management plan (a plan developed in addition to the systems transformation or strategic plan), which the leadership develops to create value and acquire support for the attainment of the vision, is regularly reviewed, assessed, and modified as necessary. All opportunities which present themselves will be used to create value for the strategic vision which the community has created.

- 5) Outcome measures, which are consistent with the mission of the organization, will be developed and shared with staff on a regular basis. These outcomes will be used to measure agency progress toward child safety, family stability, partnership development, prevention and/or whatever the PCSA has defined as its purpose/mission/unique contribution to the attainment of the community vision. Baseline information is developed for each indicator and ongoing data is collected, analyzed, and used for agency self-evaluation purposes to assess progress. This data is shared internally with staff and externally with community stakeholders on an ongoing basis.

- 6) Direct service worker and supervisory workloads are assigned in a manner consistent with the following PCSAO Workload Standards (Workload study conducted in 1998):
 - Specialized Report Screening: 113 reports per month
 - Specialized Investigations/Assessments: 10-11 per month
 - Specialized In-Home Services: 14 cases at any given time
 - Specialized Placement Services: 11 cases at any given time
 - Ongoing Services (Combined In-Home/Placement): 12-13 cases at any given time
 - Combined Screening/Investigation/Assessment: 27 screenings, 7 investigations/month
 - Generic (Screening, Investigation/Assessment/Ongoing): 27 screenings, 5 other per month
 - Adoption (Home Studies Only): 50 per worker per year
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Adoption (Children Age 4 yrs. or Less): 11 children at any given time

 - Adoption (Children Age 5 yrs +): 5-6 children at any given time

- 7) Employee compensation is determined and paid based on the work each individual is assigned and consistent with the PCSAO Workload Standards. Health care insurance, a retirement plan, and reasonable reimbursement schedules for mileage, lodging, meal, and other expenses incurred while on the job (see Addendum A, *Salary Guide*).

- 8) Employee performance reviews are constructed in a manner which is consistent with measuring their contribution to the attainment of the shared vision, agency mission, agency outcomes which they have responsibility for, and their job responsibilities.

- 9) Agency leadership will ensure that the work environment is conducive to, and supports, the professional work being expected from the staff. A clean, well lit, adequate, and safe work place; adequate main office telephone system; individual access to computers and a central data base; mobile telephones while in the field for communication and worker safety; regular supervision, coaching, and support; and access to adequate photocopying and supplies will be provided.

- 10) Agency leadership will provide equal employment opportunities for all potential employees. Accurate qualifications necessary to do each job, recruitment and selection processes which accurately portray the work needing to be done, and consistent criteria for hiring will be developed.

- 11) Once an employee is hired, the individual will be properly oriented, engage in training which will prepare them to do the job, mentored by a seasoned worker before assuming a caseload, and provided regular supervision to deal with the individual circumstances which will arise from the children and families which they have been assigned on their workloads.
- 12) The PCSA will develop a Code of Ethics that sets forth the manner in which staff will conduct themselves and the values that guide their daily work (see Addendum B, *Code of Ethics*).