

## **HR Standard 1.1**

### **ADMINISTRATION**

#### **PHILOSOPHY**

County Public Children Services Agencies (PCSAs) that have the support of the community will have 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.

#### **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.

#### **APPLICATION**

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. This vision represents 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. This purpose or unique contribution represents mission of the PCSA.
- c. Prioritized, critical initiatives , identified as strategic and necessary to transform the PCSA toward excellence. 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 done.
- 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.
- 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 and 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 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/Invest./Assessment	27 Screenings, 7 Invest./Month
• Generic(Screening, Invest./Assess./Ongoing)	27 Screenings, 5 Other per Month
• Adoption(Home Studies Only)	50/Worker/Year
• Adoption(Children Age 4 yrs. or Less)	11 Children at any Given Time
• Adoption(Children Age 5 yrs. or More)	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.

<u>Position</u>	<u>Total Points*</u>	<u>Salary Range</u>
Intake Screener	33	\$25,173. - \$29,742.
Ongoing Worker	69	\$28,038. - \$43,177.
Investigator/Assessment	83	\$33,575.- \$49,962.
Invest./Ongoing/Adop. Supervisor	98	\$39,041.- \$59,246.
Children Services Administrator		
Small/Medium Agency	131	\$54,874. - \$78,763.
Large Agency	148	\$59,360. - \$84,676.
Agency Executive		Negotiated

\* Total Points are composite of ten ranked categories using the Ohio Department of Administrative Services Point Factor Evaluation Guide. This Guide is used by state government to determine the level of responsibilities, etc. of each position within state and county services and assigning wage ranges to those positions based on a variety of factors.

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 (sample is attached)

## **CODE OF ETHICS**

### **SERVICE:**

We strive to provide the highest quality services in the most appropriate, respectful, and competent professional manner, mindful of the other principles listed below, and in coordination with the agency's values and mission.

### **IMPORTANCE OF HUMAN RELATIONSHIPS:**

We understand that relationships are an important vehicle for change and engage people as partners in the helping process. We are sensitive to the real and ascribed differences in power between ourselves and others and do not exploit or mislead other people during or after professional relationships.

### **INTEGRITY**

We are honest, fair, and respectful of others. In describing qualifications, services, or information about the agency or ourselves, we do not make statements that are false or deceptive. We strive to be aware of our own belief systems, values, needs, and limitations, and the effect of these on our work. We attempt to clarify, for relevant parties, the roles we are performing and to function appropriately in accordance with those roles. We avoid improper and potentially harmful dual relationships, and do not take unfair advantage of any professional relationship or exploit others to further our personal, religious, political, or business interests.

### **RESPECT FOR PEOPLE'S RIGHTS AND DIGNITY**

We accord appropriate respect to the fundamental rights, dignity, and worth of all people, including: the right to take part in their case planning; rights to privacy, confidentiality, informed consent, self-determination, and autonomy (mindful that legal and other obligations may supercede and conflict with the exercise of these rights); the right to choose whether to take part in any research; and the right to file a grievance. We are aware of cultural, individual, and role differences, including those due to age, gender, race, ethnicity, national origin, religion, sexual orientation, language, disability, and socioeconomic status. We do not knowingly participate in or condone unfair discriminatory practices. Rather, we try to recognize and advocate that others recognize the strengths that exist in all cultures. Moreover, we believe in helping people with disabilities to be active, participating members of their community as fully as they are able.

### **PROFESSIONAL RESPONSIBILITY**

We accept appropriate responsibility for our behavior. We adapt our methods to the needs of the different people we serve. We determine services and expectations for change based upon assessment of client need and risk to the child. We cooperate with other professionals to serve the best interests of our clients. We are also concerned about each other's professional conduct, and, as appropriate, consult with colleagues in order to prevent or avoid unprofessional or unethical conduct. We cannot and will not tolerate inadequate efforts to keep children safe.

**SOCIAL RESPONSIBILITY**

We comply with the law and advocate for the development of law and social policy that serve the interests of our clients and the public. We strive to ensure access to needed information, services, and resources. We ensure equality of opportunity, and meaningful participation in decision making for all people.

**COMPETENCE:**

We strive to maintain high standards of competence in our work, recognize the boundaries of our competencies, and provide only those services for which we are qualified by education, training, or experience. We seek continuing education in order to develop and enhance our knowledge and skills and apply them in practice.

**PROFESSIONAL ETHICS:**

In addition to the above Code of Ethics, we follow the Code of Ethics of our respective disciplines.

Code of Ethics developed and adopted by the Lorain County Children Services Board