INDIANA DEPARTMENT OF CHILD SERVICES

Quarterly Report
to
The Indiana State Budget Committee
and
The Indiana Legislative Council

Submitted by:
James W. Payne, Director
For the quarter ended
September 30, 2008

Protecting our children, families and future

Pursuant to IC 31-25-2-4, once every three months the Department of Child Services is required to submit a report to the Budget Committee and the Legislative Council that provides data and statistical information regarding caseloads of child protection workers. This report details:

- The Department's progress in recruiting, training and retaining caseworkers;
- The methodology used to compute caseloads for each child protection worker;
- The statewide average caseloads for child protection caseworkers and whether they exceed the standards established by the Department;
- A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards; and
- Recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services.

1. Recruitment, Training and Retention of Family Case Managers

The Department of Child Services (DCS) was statutorily created in July, 2005 and immediately began its work to protect the children of Indiana from abuse and neglect by partnering with families and communities to provide safe, nurturing, stable homes. The greatest barrier the Agency faced was the lack of family case managers (FCMs.) The General Assembly recognized this need and reacted by authorizing the hiring of 800 new FCMs over the biennium. As of the end of SYF 2008, the Agency is proud to announce that it is fully staffed.

This does not mean the Agency will end its recruitment efforts, as attrition is a very real aspect of any organization. DCS will continue to look at personnel and training needs along with capacity. DCS currently has an embedded Human Resources Manager, plus five other staff positions in State Personnel to support the Agency. In addition, six human resource generalists were hired for each of the DCS super regions. These generalists are located in the field offices and will be the direct HR contact for each of the counties in their super region. With these resources, the recruitment and hiring process is able to continue operating smoothly.

The Human Resources Department and Field Operations staff have established a process to address any ongoing hiring needs. They created a timeline to outline the necessary steps, which begins by identifying counties in need of staff and ends with the FCMs first day of work. The process takes a minimum of eleven weeks and requires interviewing a minimum of seven applicants for each position. Recruiting and interviewing is done locally; the process is managed by Central Office and is detailed in Exhibit 1. Whenever possible, more lead time is added to allow for more flexibility.

Over time, the training course itself was revised based upon the feedback of graduates. During most of fiscal year 2006, training took place over a twelve week period. Four of the twelve

weeks took place in Indianapolis, with the other eight set in one of the regional training centers. In May 2006, the course was reduced to nine weeks of classroom work, followed by three weeks of on-the-job training.

Based on Practice Reform Skills adopted throughout the Agency in 2007, new worker training was revised again to incorporate some of those skills in this initial training experience. A Field Mentor Program was also implemented in 2007. This program matched a trainee with an experienced, trained, Family Case Manager in the County to provide one-on-one assistance. In collaboration with Dr. Anita Barbee from the University of Kentucky, a comprehensive Skill Assessment Scales tool was also developed to assist the Field Mentor with providing feedback to the trainee based on established, research-based competencies. This feedback would provide a framework for developing additional training assistance if needed, as well as reinforcing clinically-proven best practice in the field.

Since July 1, 2005, DCS increased the total number of FCM positions by 750, from 842 to 1,592. The number of filled FCM positions increased from 708 as of July 1, 2005 to 1572 on September 30, 2008, representing an increase of 864 people. The chart below summarizes the increases.

Data as of:	7/01/2005	6/30/2006	9/30/2008	Gain/ (Loss)
# of FCM 2 & 3 positions	842	1017	1592	750
# of filled FCM positions	708	1012	1572	864
# of FCM vacancies	134	5	20	(114)

Over the course of the biennium, DCS hired 1561 FCMs. Since July 1, 2005, 707 of the 1561 are new positions that have been allocated since July 1, 2005. The remaining 854 FCMs have been hired to fill vacancies due to promotions, retirements, transfers to different agencies, resignations and terminations. Overall, 695 FCMs left state employment vis-à-vis retirement, resignation or termination during this time period. Of these, 330 were employed for three years or less. The chart below indicates the time frame in which these 330 left state employment.

Time Frame	Number	Percent
First 3 months	84	25%
4 – 6 months	60	18%
7 – 9 months	53	16%
10 – 12 months	46	14%
13 – 15 months	18	5%
16 – 18 months	20	6%

Time Frame	Number	Percent
19 – 21 months	18	5%
22 – 24 months	18	5%
25 – 27 months	10	3%
28 – 30 months	4	1%
31 – 33 months	2	1%
34 – 36 months	0	0%

DCS developed a new exit interview tool in November 2007, which allows the Agency to better capture the reasons for employee turnover. Since November 2007 we have gathered a total of 196 responses, the majority of which are from Family Case Managers. Ninety-two of the 196 employees that have responded since November 2007 indicated that they left for a better job opportunity. Of those individuals, 26 left for a better rate of pay, whereas 20 left for a different type of work, and another 15 left due to supervision issues. When DCS first began utilizing an exit interview process in April 2007, the data and commentary indicated that while most employees generally felt that they were aware of the Agency's direction and vision, the consensus was that they were not recognized for a job well-done, nor were their supervisors open to suggestions or able to provide constructive feedback. To address these issues, DCS implemented a Practice Reform Model designed to assist in providing the skills to improve communication, feedback and teamwork at all levels. Since its implementation in the spring of 2008, we have received increased positive feedback with regard to supervisor recognition of a job well-done, openness to suggestions, and the ability to provide constructive feedback.

2. Caseload data

On a monthly basis, DCS gathers information to determine which counties are in the greatest need of staff. The information is gathered from Indiana's automated child welfare reporting system (ICWIS) and the Human Resource Department. ICWIS provides information on the number of new investigations opened each month and the number of children served by the county. County directors confirm staffing levels, including total staff, staff in training, and staff unavailable for any reason. This information is loaded into a spreadsheet which uses formulas to determine which counties are in the greatest need of staff. In order to limit the inconsistencies found in self-reported numbers, DCS converted to the use of PeopleSoft-generated numbers for staffing reports effective July 1, 2008.

In recent months DCS moved to a regionally-based organizational structure, consistent with the Regional Services Councils created by HEA 1001. The Agency is organized into eighteen

regions. Each region is comprised of between one and nine counties. Following the shift to a more regional based approach, DCS has also shifted the focus of its Family Case Manager hiring from a county-based effort to a regional approach. Hiring FCMs on a regional basis allows the Regional Manager to allocate resources as needed. With the fluctuation and spikes in caseloads, along with FCM vacancies, this process allows the Manager the flexibility of assigning an FCM to another county within their Region either temporarily or as a permanent move. FCM need for each Region is determined by using the same process outlined above, with the totals for each county within a region added together for a regional total.

The 12/17 standard represents that of the Child Welfare League of America and is the requirement established by legislation that DCS must meet by and manage to after July 1, 2008. The numbers indicate the cases each FCM can carry: 12 new investigations per month or 17 on-going children.

Exhibit 2 shows the number of FCMs needed to reach 12 investigations OR 17 on-going children. Please note that these numbers are cyclical and vary from month to month.

The issue of caseload data must include the current national discussion regarding caseload definitions. As currently set out in statute, DCS must comply with standards that include 12 new investigations or 17 ongoing children being supervised by a case manager. Those definitions are clear in large to medium counties, where the large scale of operations allows FCMs to specialize in either investigations or on-going cases. In smaller counties, however, the issue of mixed caseloads is more difficult to determine, in large part because ongoing caseloads of 17 are fairly static while new investigation caseloads are fluid, changing day to day, week to week. We will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

In addition to calculating the monthly caseload statistics by average and peak, a third report was also created to track the actual caseload data. This report details the actual caseloads for each county for a given month. These numbers are totaled and entered into the formula to determine the actual number of FCMs needed for that month. Exhibit 3 is a comparison graph that shows the actual number of case managers needed each month from September 2006 to September 2007 compared to the actual number of case managers needed from September 2007 to September 2008. As represented by the graph our overall actual need is continuing to trend upward with our total actual need for September 2008 at 1600.

A new software tool was implemented to help Regional Managers monitor the FCM's caseload when assigning assessments and ongoing cases. Reports are generated monthly to monitor the timely completion of new assessments within 30 days as well as periodic detailed reports which

help managers track the length of time various case types have remained open. This allows managers to "drill down" in order to analyze what needs to be done to successfully provide permanency for those children and thereby close the case. All Regions have formed Permanency Teams to review and provide recommendations to local offices for those cases where traditional measures have failed to achieve permanency.

3. Percentage of caseloads in compliance with standards.

Analysis of Exhibit 2 indicates that, as of September 30th, 2008, 92.4% or 85 individual counties were in compliance with the caseload averages of 12 and 17. Of those counties who were not meeting this standard as of September 30, 2008, all are either now in compliance, or within one person of such. Please note, even though due to periodic shifts in caseloads and turnover there are individual counties that do not meet the standard, all 18 regions, as well as the agency as a whole are in compliance with the standards set forth by the legislature.

Caseload weighting is being studied and will be implemented in order to more accurately count case loads according to the amount of work required to perform case management tasks. For example, voluntary Informal Adjustments may require fewer FCM contacts with the family, less court time, and less ICWIS input than an involuntary CHINS case and thus be weighted at 50% of the value of a CHINS case. Some abuse assessments involving out of home placements, multiple victims, or sexual abuse may require much more time and effort than what is required for a single victim of neglect remaining in the home and receiving services. This weighting process will allow us to more accurately determine where resources are to be deployed and will allow us to implement efficiencies by specializing functions such as determining IV-E foster care eligibility, licensing foster homes, investigating institutional abuse and neglect allegations, etc. Such tasks are handled more efficiently by selected subject matter experts who can still be used to assist in assessing abuse reports or processing ongoing cases during peak periods of activity for DCS or to cover vacancies throughout the region.

4. Plans to reduce caseloads

As of June 30th, 2008 the Department of Child Services has filled all of the new Family Case Manager positions as funded by the General Assembly for SFY 2008. The caseload projections will continue to be calculated and analyzed on a monthly basis and vacant positions will be filled as needed.

DCS is also currently working to reclassify the approximately 36 "FCM 3" positions that exist statewide in its efforts to identify additional ways to manage and reduce caseloads. The FCM 3 position is akin to an assistant case manager and restricts some of the duties that FCMs are normally required to complete such as performing assessments and being on-call. These positions will be reclassified to FCM 2 positions which will allow local offices to utilize them to handle normal FCM duties as needed.

5. Effective and Efficient Delivery of Child Protection Services

Beginning December 2005, DCS embarked upon a comprehensive practice reform initiative. It is a grass roots initiative that will teach Family Case Managers how to engage and team with families in ways the Department has never done better equip the underlying needs of the family to be identified and addressed. We believe this approach will have significant long-term impact on positive outcomes for children and families, leading to shorter lengths of stay, faster reunification or permanence and will ultimately reduce case loads.

Although many positive steps occurred to facilitate the effective and professional delivery of child protection services, many challenges remain. They include determining sufficient staffing at each of the following positions:

- New FCMs to maintain legislated caseloads
- Supervisors required to ensure proper support of FCMs
- Support staff for supervisors and FCMs in local offices
- Legal staff to support legal needs of local offices
- Administrative staff to support county operations
- Central office staff to support financial, policy, training, programs, and quality assurance

The Agency is also considering the implementation of a 24/7/365 Call Center, as it would improve the quality and consistency of abuse and neglect reports statewide. All "hotline" functions (taking the report, making the decision to investigate or not, assigning the assessment to the local office and subsequent data entry) would be centralized. Currently reports are received and assigned separately throughout Indiana's 92 counties creating accountability, tracking, and consistency problems.

Cohort Hiring Status Report
SFY 06

	Cohort #	Identify County	Training Location chosen	Post	Recruit	Applications evaluated and routed	**Interview Complete**	**Position Offered**	**Position Accepted**	**Copy of offer/ information letter/release for background check to Central Office**	Background Check Begun	**Packet Sent**	*Hotel Confirmation*	Start Date	Graduation Date
Responsibility		Stephanie Beasley	Stephanie Beasley	Yonda Snyder, SPD	HR, Regional Managers, County Directors	Yonda Snyder, SPD	**Regional Managers, County Directors**	**Regional Managers, County Directors**	**Applicant**	**Regional Managers, County Directors**	Yonda Snyder, SPD	**Regional Managers, County Directors**	*Peggy Farrar*	Employee	Employee
Time Frame		Day One	Day One	Day One	Day 14	Day 21	**Day 28**	**Day 35**	**Day 42**	**Day 44**	Day 45	**Day 46**	*Day 49*	Day 56	Day 140
	1	11-May	Marion County	11-May	24-May	31-May	**7-Jun**	**14-Jun**	**21-Jun**	**23-Jun**	24-Jun	**25-Jun**	*28-Jun*	5-Jul	27-Sep
	2	24-May	Marion County	24-May	6-Jun	13-Jun	**20-Jun**	**27-Jun**	**4-Jul**	**6-Jul**	7-Jul	**8-Jul**	*11-Jul*	18-Jul	10-Oct
	3	7-Jun	Marion County	7-Jun	20-Jun	27-Jun	**4-Jul**	**11-Jul**	**18-Jul**	**20-Jul**	21-Jul	**22-Jul**	*25-Jul*	1-Aug	24-Oct
	4	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***
	5	13-Jul	Marion County	13-Jul	26-Jul	2-Aug	**9-Aug**	**16-Aug**	**23-Aug**	**25-Aug**	26-Aug	**27-Aug**	*30-Aug*	6-Sep	29-Nov
	6	23-Jul	Fort Wayne	23-Jul	5-Aug	12-Aug	**19-Aug**	**26-Aug**	**2-Sep**	**4-Sep**	5-Sep	**6-Sep**	*9-Sep*	16-Sep	9-Dec
	7	9-Aug	Scottsburg	9-Aug	22-Aug	29-Aug	**5-Sep**	**12-Sep**	**19-Sep**	**21-Sep**	22-Sep	**23-Sep**	*26-Sep*	3-Oct	26-Dec
	8	23-Aug	Vincennes	23-Aug	5-Sep	12-Sep	**19-Sep**	**26-Sep**	**3-Oct**	**5-Oct**	6-Oct	**7-Oct**	*10-Oct*	17-Oct	9-Jan
	9	20-Sep	Indianapolis	20-Sep	3-Oct	10-Oct	**17-Oct**	**24-Oct**	**31-Oct**	**2-Nov**	3-Nov	**4-Nov**	*7-Nov*	14-Nov	6-Feb
	10	4-Oct	Michigan City	4-Oct	17-Oct	24-Oct	**31-Oct**	**7-Nov**	**14-Nov**	**16-Nov**	17-Nov	**18-Nov**	*21-Nov*	28-Nov	20-Feb
	11	18-Oct	Indianapolis	18-Oct	31-Oct	7-Nov	**14-Nov**	**21-Nov**	**28-Nov**	**30-Nov**	1-Dec	**2-Dec**	*5-Dec*	12-Dec	6-Mar
	12	15-Nov	Scottsburg	15-Nov	28-Nov	5-Dec	**12-Dec**	**19-Dec**	**26-Dec**	**28-Dec**	29-Dec	**30-Dec**	*2-Jan*	9-Jan	3-Apr
	13	29-Nov	Indianapolis	29-Nov	12-Dec	19-Dec	**26-Dec**	**2-Jan**	**9-Jan**	**11-Jan**	12-Jan	**13-Jan**	*16-Jan*	23-Jan	17-Apr
	14	13-Dec	Indianapolis	13-Dec	26-Dec	2-Jan	**9-Jan**	**16-Jan**	**23-Jan**	**25-Jan**	26-Jan	**27-Jan**	*30-Jan*	6-Feb	1-May
	15	27-Dec	Indianapolis	27-Dec	9-Jan	16-Jan	**23-Jan**	**30-Jan**	**6-Feb**	**8-Feb**	9-Feb	**10-Feb**	*13-Feb*	20-Feb	15-May
	16	10-Jan	Michigan City	10-Jan	23-Jan	30-Jan	**6-Feb**	**13-Feb**	**20-Feb**	**22-Feb**	23-Feb	**24-Feb**	*27-Feb*	6-Mar	29-May
	17	24-Jan	Marion	24-Jan	6-Feb	13-Feb	**20-Feb**	**27-Feb**	**6-Mar**	**8-Mar**	9-Mar	**10-Mar**	*13-Mar*	20-Mar	12-Jun
	18	7-Feb	Marion County	7-Feb	20-Feb	27-Feb	**6-Mar**	**13-Mar**	**20-Mar**	**22-Mar**	23-Mar	**24-Mar**	*27-Mar*	3-Apr	26-Jun
	19	21-Jan	Scottsburg	21-Jan	3-Feb	10-Feb	**17-Feb**	**24-Feb**	**3-Mar**	**5-Mar**	6-Mar	**7-Mar**	*10-Mar*	17-Mar	9-Jun
	20	7-Mar	Fort Wayne	7-Mar	20-Mar	27-Mar	**3-Apr**	**10-Apr**	**17-Apr**	**19-Apr**	20-Apr	**21-Apr**	*24-Apr*	1-May	24-Jul
	21	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***	***VOID***
	22	11-Apr	Vincennes	11-Apr	24-Apr	1-May	**8-May**	**15-May**	**22-May**	**24-May**	25-May	**26-May**	*29-May*	5-Jun	28-Aug
	23	25-Apr	Marion County	25-Apr	8-May	15-May	**22-May**	**29-May**	**5-Jun**	**7-Jun**	8-Jun	**9-Jun**	*12-Jun*	19-Jun	11-Sep

Cohort Hiring Timeline
SFY 07

Exhibit 1

	Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	**Interview Complete***	**Position Offered***	**Position Accepted**	**Send Signed Applicant Release form to HR**	Offer Letter Sent	*Hotel Confirmation Complete*	Start Date	Graduation Date
Responsibility		Stephanie Beasley	Stephanie Beasley	HR/SPD	HR/ SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**	**Regional Managers, County Directors**	**Applicant**	**Regional Managers, County Directors**	HR/SPD	*Peggy Farrar*	Employee	Employee
Time Frame		Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**	**Day 56**	**Day 63**	**Day 65**	Day 67	*Day 70*	Day 77	Day 161
	24	16-May-06	Fort Wayne	N/A	16-May	29-May	5-Jun	**12-Jun**	**19-Jun**	**26-Jun**	**28-Jun**	30-Jun	*3-Jul*	10-Jul	2-Oct
	25	30-May-06	Michigan City	N/A	30-May	12-Jun	19-Jun	**26-Jun**	**3-Jul**	**10-Jul**	**12-Jul**	14-Jul	*17-Jul*	24-Jul	16-Oct
	26	13-Jun-06	Muncie	N/A	13-Jun	26-Jun	3-Jul	**10-Jul**	**17-Jul**	**24-Jul**	**26-Jul**	28-Jul	*31-Jul*	7-Aug	30-Oct
	27	27-Jun-06	Scottsburg	N/A	27-Jun	10-Jul	17-Jul	**24-Jul**	**31-Jul**	**7-Aug**	**9-Aug**	11-Aug	*14-Aug*	21-Aug	13-Nov
	28	12-Jul-06	Michigan City	N/A	12-Jul	25-Jul	1-Aug	**8-Aug**	**15-Aug**	**22-Aug**	**24-Aug**	26-Aug	*29-Aug*	5-Sep	28-Nov
	29	25-Jul-06	Marion County	N/A	25-Jul	7-Aug	14-Aug	**21-Aug**	**28-Aug**	**4-Sep**	**6-Sep**	8-Sep	*11-Sep*	18-Sep	11-Dec
	30	8-Aug-06	Indianapolis	N/A	8-Aug	21-Aug	28-Aug	**4-Sep**	**11-Sep**	**18-Sep**	**20-Sep**	22-Sep	*25-Sep*	2-Oct	25-Dec
	31	22-Aug-06	Vincennes	N/A	22-Aug	4-Sep	11-Sep	**18-Sep**	**25-Sep**	**2-Oct**	**4-Oct**	6-Oct	*9-Oct*	16-Oct	8-Jan
	32	5-Sep-06	Fort Wayne	N/A	5-Sep	18-Sep	25-Sep	**2-Oct**	**9-Oct**	**16-Oct**	**18-Oct**	20-Oct	*23-Oct*	30-Oct	22-Jan
	33	19-Sep-06	Muncie	N/A	19-Sep	2-Oct	9-Oct	**16-Oct**	**23-Oct**	**30-Oct**	**1-Nov**	3-Nov	*6-Nov*	13-Nov	5-Feb
	34	3-Oct-06	Vincennes	N/A	3-Oct	16-Oct	23-Oct	**30-Oct**	**6-Nov**	**13-Nov**	**15-Nov**	17-Nov	*20-Nov*	27-Nov	19-Feb
	35	17-Oct-06	Michigan City	N/A	17-Oct	30-Oct	6-Nov	**13-Nov**	**20-Nov**	**27-Nov**	**29-Nov**	1-Dec	*4-Dec*	11-Dec	5-Mar
	36	28-Nov-06	Marion County	N/A	28-Nov	11-Dec	18-Dec	**25-Dec**	**1-Jan**	**8-Jan**	**10-Jan**	12-Jan	*15-Jan*	22-Jan	16-Apr
	37	12-Dec-06	Fort Wayne	N/A	12-Dec	25-Dec	1-Jan	**8-Jan**	**15-Jan**	**22-Jan**	**24-Jan**	26-Jan	*29-Jan*	5-Feb	30-Apr
	38	26-Dec-06	Marion County	N/A	26-Dec	8-Jan	15-Jan	**22-Jan**	**29-Jan**	**5-Feb**	**7-Feb**	9-Feb	*12-Feb*	19-Feb	14-May
	39	23-Jan-07	*Skipped*	N/A	23-Jan	5-Feb	12-Feb	**19-Feb**	**26-Feb**	**5-Mar**	**7-Mar**	9-Mar	*12-Mar*	19-Mar	11-Jun
	40	6-Feb-07	Marion County	N/A	6-Feb	19-Feb	26-Feb	**5-Mar**	**12-Mar**	**19-Mar**	**21-Mar**	23-Mar	*26-Mar*	2-Apr	25-Jun
	41	20-Feb-07	Scottsburg	N/A	20-Feb	5-Mar	12-Mar	**19-Mar**	**26-Mar**	**2-Apr**	**4-Apr**	6-Apr	*9-Apr*	16-Apr	9-Jul
	42	20-Mar-07	*Skipped*	N/A	20-Mar	2-Apr	9-Apr	**16-Apr**	**23-Apr**	**30-Apr**	**2-May**	4-May	*7-May*	14-May	6-Aug
	43	17-Apr-07	Marion County	N/A	17-Apr	30-Apr	7-May	**14-May**	**21-May**	**28-May**	**30-May**	1-Jun	*4-Jun*	11-Jun	3-Sep

Exhibit 1

	Cohort #	Identify County	Training Location chosen	Post Internally	Post Externally	Recruit	Applications evaluated and routed	**Interview Complete***
Responsibility		David Judkins	David Judkins	HR/SPD	HR/ SPD	HR, Regional Managers, County Directors	SPD Recruiters	**Regional Managers, County Directors**
Time Frame		Day One	Day One	Day One	Day 22	Day 35	Day 42	**Day 49**
	44	15-May-07	Indianapolis	24-Apr-07	15-May	28-May	4-Jun	**11-Jun**
	45	29-May-07	Michigan Cit	8-May-07	29-May	11-Jun	18-Jun	**25-Jun**
	46	12-Jun-07	Indianapolis	22-May-07	12-Jun	25-Jun	2-Jul	**9-Jul**
	47	26-Jun-07	Fort Wayne	5-Jun-07	26-Jun	9-Jul	16-Jul	**23-Jul**
	48	11-Jul-07	Michigan Cit	20-Jun-07	11-Jul	24-Jul	31-Jul	**7-Aug**
	49	24-Jul-07	Indianapolis	3-Jul-07	24-Jul	6-Aug	13-Aug	**20-Aug**
	50	7-Aug-07	Vincennes	17-Jul-07	7-Aug	20-Aug	27-Aug	**3-Sep**
	51	21-Aug-07	Indianapolis	31-Jul-07	21-Aug	3-Sep	10-Sep	**17-Sep**
	52	4-Sep-07	Scottsburg	14-Aug-07	4-Sep	17-Sep	24-Sep	**1-Oct**
	53	19-Sep-07	Scottsburg	29-Aug-07	19-Sep	2-Oct	9-Oct	**16-Oct**
	54	25-Sep-07	Indianapolis	4-Sep-07	25-Sep	8-Oct	15-Oct	**22-Oct**
	55	2-Oct-07	Muncie	11-Sep-07	2-Oct	15-Oct	22-Oct	**29-Oct**
	56	9-Oct-07	Fort Wayne	18-Sep-07	9-Oct	22-Oct	29-Oct	**5-Nov**
	57	16-Oct-07	Indianapolis	25-Sep-07	16-Oct	29-Oct	5-Nov	**12-Nov**
	58	13-Nov-07	Michigan Cit	23-Oct-07	13-Nov	26-Nov	3-Dec	**10-Dec**
	59	20-Nov-07	Muncie	30-Oct-07	20-Nov	3-Dec	10-Dec	**17-Dec**
	60	27-Nov-07	Vincennes	6-Nov-07	27-Nov	10-Dec	17-Dec	**24-Dec**
	61	4-Dec-07	Indianapolis	13-Nov-07	4-Dec	17-Dec	24-Dec	**31-Dec**
	62	11-Dec-07	Michigan Cit	20-Nov-07	11-Dec	24-Dec	31-Dec	**7-Jan**
	63	18-Dec-07	Scottsburg	27-Nov-07	18-Dec	31-Dec	7-Jan	**14-Jan**
	64	25-Dec-07	Indianapolis	4-Dec-07	25-Dec	7-Jan	14-Jan	**21-Jan**
	65	1-Jan-08	Michigan Cit	11-Dec-07	1-Jan	14-Jan	21-Jan	**28-Jan**
	66	8-Jan-08	Fort Wayne	18-Dec-07	8-Jan	21-Jan	28-Jan	**4-Feb**
	67	15-Jan-08	Vincennes	25-Dec-07	15-Jan	28-Jan	4-Feb	**11-Feb**
	68	22-Jan-08	Fort Wayne	1-Jan-08	22-Jan	4-Feb	11-Feb	**18-Feb**
	69	29-Jan-08	Indianapolis	8-Jan-08	29-Jan	11-Feb	18-Feb	**25-Feb**
	70	5-Feb-08	Indianapolis	15-Jan-08	5-Feb	18-Feb	25-Feb	**3-Mar**
	71	19-Feb-08	Indianapolis	29-Jan-08	19-Feb	3-Mar	10-Mar	**17-Mar**
	72	18-Mar-08	Indianapoli	26-Feb-08	18-Mar	31-Mar	7-Apr	**14-Apr**
	73	2-Apr-08	Indianapoli	12-Mar-08	2-Apr	15-Apr	22-Apr	**29-Apr**
	74	22-Apr-08	Indianapoli	1-Apr-08	22-Apr	5-May	12-May	**19-May**

Position Offered*	**Position Accepted**	**Send Signed Applicant Release form to HR**	Offer Letter Sent	*Hotel Confirmation Complete*	Start Date	Graduation Date
Regional Managers, County Directors	**Applicant**	**Regional Managers, County Directors**	HR/SPD	*Peggy Farrar*	Employee	Employee
Day 56	**Day 63**	**Day 65**	Day 67	*Day 70*	Day 77	Day 161
18-Jun	**25-Jun**	**27-Jun**	29-Jun	*2-Jul*	9-Jul	1-Oct
2-Jul	**9-Jul**	**11-Jul**	13-Jul	*16-Jul*	23-Jul	15-Oct
16-Jul	**23-Jul**	**25-Jul**	27-Jul	*30-Jul*	6-Aug	29-Oct
30-Jul	**6-Aug**	**8-Aug**	10-Aug	*13-Aug*	20-Aug	12-Nov
14-Aug	**21-Aug**	**23-Aug**	25-Aug	*28-Aug*	4-Sep	27-Nov
27-Aug	**3-Sep**	**5-Sep**	7-Sep	*10-Sep*	17-Sep	10-Dec
10-Sep	**17-Sep**	**19-Sep**	21-Sep	*24-Sep*	1-Oct	24-Dec
24-Sep	**1-Oct**	**3-Oct**	5-Oct	*8-Oct*	15-Oct	7-Jan
8-Oct	**15-Oct**	**17-Oct**	19-Oct	*22-Oct*	29-Oct	21-Jan
23-Oct	**30-Oct**	**1-Nov**	3-Nov	*6-Nov*	13-Nov	5-Feb
29-Oct	**5-Nov**	**7-Nov**	9-Nov	*12-Nov*	19-Nov	11-Feb
5-Nov	**12-Nov**	**14-Nov**	16-Nov	*19-Nov*	26-Nov	18-Feb
12-Nov	**19-Nov**	**21-Nov**	23-Nov	*26-Nov*	3-Dec	25-Feb
19-Nov	**26-Nov**	**28-Nov**	30-Nov	*3-Dec*	10-Dec	3-Mar
17-Dec	**24-Dec**	**26-Dec**	28-Dec	*31-Dec*	7-Jan	31-Mar
24-Dec	**31-Dec**	**2-Jan**	4-Jan	*7-Jan*	14-Jan	7-Apr
31-Dec	**7-Jan**	**9-Jan**	11-Jan	*14-Jan*	21-Jan	14-Apr
7-Jan	**14-Jan**	**16-Jan**	18-Jan	*21-Jan*	28-Jan	21-Apr
14-Jan	**21-Jan**	**23-Jan**	25-Jan	*28-Jan*	4-Feb	28-Apr
21-Jan	**28-Jan**	**30-Jan**	1-Feb	*4-Feb*	11-Feb	5-May
28-Jan	**4-Feb**	**6-Feb**	8-Feb	*11-Feb*	18-Feb	12-May
4-Feb	**11-Feb**	**13-Feb**	15-Feb	*18-Feb*	25-Feb	19-May
11-Feb	**18-Feb**	**20-Feb**	22-Feb	*25-Feb*	3-Mar	26-May
18-Feb	**25-Feb**	**27-Feb**	29-Feb	*3-Mar*	10-Mar	2-Jun
25-Feb	**3-Mar**	**5-Mar**	7-Mar	*10-Mar*	17-Mar	9-Jun
3-Mar	**10-Mar**	**12-Mar**	14-Mar	*17-Mar*	24-Mar	16-Jun
10-Mar	**17-Mar**	**19-Mar**	21-Mar	*24-Mar*	31-Mar	23-Jun
24-Mar	**31-Mar**	**2-Apr**	4-Apr	*7-Apr*	14-Apr	7-Jul
21-Apr	**28-Apr**	**30-Apr**	2-May	*5-May*	12-May	4-Aug
6-May	**13-May**	**15-May**	17-May	*20-May*	27-May	19-Aug
26-May	**2-Jun**	**4-Jun**	6-Jun	*9-Jun*	16-Jun	8-Sep

Cohort #	Identify County	Training Location chosen	Pre-Screened Applicants routed to Hiring Manager	Interviews Scheduled	Position Offered	Position Accepted	Offer Letter Sent	Hotel Confirmation Complete
	Candace Sexton	David Judkins	Field HR	Regional Managers, County Directors	Regional Managers, County Directors, Field HR	Applicant	Field HR	Candace Sexton/ Shirley Gollmer
	Day One		**Day 1**	**Day 2 -8**	**Day 9**	**Day 16**	Day 20	*Day 23*
75	13-May-08	Indianapolis	8-Jun	9-Jun	16-Jun	23-Jun	27-Jun	*30-Jun*
76	3-Jun-08	Indianapolis	29-Jun	30-Jun	7-Jul	14-Jul	18-Jul	*21-Jul*
77	24-Jun-08	Indianapolis	20-Jul	21-Jul	28-Jul	4-Aug	8-Aug	*11-Aug*
78	15-Jul-08	Indianapolis	10-Aug	11-Aug	18-Aug	25-Aug	29-Aug	*1-Sep*
79	5-Aug-08	Indianapolis	31-Aug	1-Sep	8-Sep	15-Sep	19-Sep	*22-Sep*
80	26-Aug-08	Indianapolis	21-Sep	22-Sep	29-Sep	6-Oct	10-Oct	*13-Oct*
81	16-Sep-08	Indianapolis	12-Oct	13-Oct	20-Oct	27-Oct	31-Oct	*3-Nov*
82	7-Oct-08	Indianapolis	2-Nov	3-Nov	10-Nov	17-Nov	21-Nov	*24-Nov*
83	21-Oct-08	Indianapolis	16-Nov	17-Nov	24-Nov	1-Dec	5-Dec	*8-Dec*
84	11-Nov-08	Indianapolis	7-Dec	8-Dec	15-Dec	22-Dec	26-Dec	*29-Dec*
85	2-Dec-08	Indianapolis	28-Dec	29-Dec	5-Jan	12-Jan	16-Jan	*19-Jan*
86	23-Dec-08	Indianapolis	18-Jan	19-Jan	26-Jan	2-Feb	6-Feb	*9-Feb*
87	13-Jan-09	Indianapolis	8-Feb	9-Feb	16-Feb	23-Feb	27-Feb	*2-Mar*
88	3-Feb-09	Indianapolis	1-Mar	2-Mar	9-Mar	16-Mar	20-Mar	*23-Mar*
89	25-Feb-08	Indianapolis	22-Mar	23-Mar	30-Mar	6-Apr	10-Apr	*13-Apr*
90	17-Mar-09	Indianapolis	12-Apr	13-Apr	20-Apr	27-Apr	1-May	*4-May*
91	7-Apr-09	Indianapolis	3-May	4-May	11-May	18-May	22-May	*25-May*
92	28-Apr-09	Indianapolis	24-May	25-May	1-Jun	8-Jun	12-Jun	*15-Jun*
93	#######			#######	#######	######	#######	########
94	#######			#######	#######	######	#######	########

Start Date	Graduation Date
Employee	Employee
Day 30	Day 114
7-Jul	29-Sep
28-Jul	20-Oct
18-Aug	10-Nov
8-Sep	1-Dec
29-Sep	22-Dec
20-Oct	12-Jan
10-Nov	2-Feb
1-Dec	23-Feb
15-Dec	9-Mar
5-Jan	30-Mar
26-Jan	20-Apr
16-Feb	11-May
9-Mar	1-Jun
30-Mar	22-Jun
20-Apr	13-Jul
11-May	3-Aug
1-Jun	24-Aug
22-Jun	14-Sep
	24-Mar
	24-Mar

Exhibit 2

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
1	Lake	147	153	-6	104%	154	-1	-7	105%
2	Jasper	4	5	-1	125%	5	0	-1	125%
2	LaPorte	14	20	-6	143%	20	0	-6	143%
2	Newton	4	4	0	100%	4	0	0	100%
2	Porter	21	22	-1	105%	22	0	-1	105%
2	Pulaski	3	4	-1	133%	4	0	-1	133%
2	Starke	7	7	0	100%	7	0	0	100%
3	Elkhart	42	44	-2	105%	43	1	-1	102%
3	Kosciusko	8	9	-1	113%	9	0	-1	113%
3	Marshall	8	10	-2	125%	10	0	-2	125%
3	Saint Joe	66	68	-2	103%	64	4	2	97%
4	Adams	4	6	-2	150%	5	1	-1	125%
4	Allen	101	107	-6	106%	108	-1	-7	107%
4	DeKalb	12	11	1	92%	11	0	1	92%
4	Huntington	7	7	0	100%	7	0	0	100%
4	LaGrange	8	8	0	100%	8	0	0	100%
4	Noble	9	10	-1	111%	10	0	-1	111%
4	Steuben	12	13	-1	108%	12	1	0	100%
4	Wells	5	7	-2	140%	7	0	-2	140%
4	Whitley	2	4	-2	200%	4	0	-2	200%
5	Benton	2	4	-2	200%	4	0	-2	200%
5	Carroll	1	2	-1	200%	2	0	-1	200%
5	Clinton	6	9	-3	150%	9	0	-3	150%
5	Fountain	5	5	0	100%	5	0	0	100%
5	Tippecanoe	30	35	-5	117%	35	0	-5	117%
5	Warren	1	2	-1	200%	2	0	-1	200%
5	White	4	5	-1	125%	6	-1	-2	150%
6	Cass	5	6	-1	120%	6	0	-1	120%
6	Fulton	5	5	0	100%	5	0	0	100%
6	Howard	14	15	-1	107%	15	0	-1	107%
6	Miami	8	9	-1	113%	9	0	-1	113%
6	Wabash	5	6	-1	120%	6	0	-1	120%
7	Blackford	2	3	-1	150%	3	0	-1	150%
7	Delaware	31	37	-6	119%	37	0	-6	119%
7	Grant	16	17	-1	106%	16	1	0	100%
7	Jay	3	3	0	100%	3	0	0	100%
7	Randolph	4	6	-2	150%	6	0	-2	150%
8	Clay	3	4	-1	133%	4	0	-1	133%
8	Parke	2	2	0	100%	2	0	0	100%
8	Sullivan	3	5	-2	167%	5	0	-2	167%
8	Vermillion	2	4	-2	200%	4	0	-2	200%

Staffing Report Data as of 06/30/08

Projected FCM Staffing Needs

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
8	Vigo	20	27	-7	135%	27	0	-7	135%
9	Boone	8	9	-1	113%	7	2	1	88%
9	Hendricks	11	12	-1	109%	11	1	0	100%
9	Montgomery	13	13	0	100%	12	1	1	92%
9	Morgan	9	12	-3	133%	12	0	-3	133%
9	Putnam	6	7	-1	117%	7	0	-1	117%
10	Marion	285	293	-8	103%	287	6	-2	101%
11	Hamilton	16	18	-2	113%	18	0	-2	113%
11	Hancock	7	8	-1	114%	8	0	-1	114%
11	Madison	32	34	-2	106%	33	1	-1	103%
11	Tipton	3	3	0	100%	3	0	0	100%
12	Fayette	9	9	0	100%	8	1	1	89%
12	Franklin	5	7	-2	140%	7	0	-2	140%
12	Henry	13	15	-2	115%	15	0	-2	115%
12	Rush	5	7	-2	140%	7	0	-2	140%
12	Union	3	3	0	100%	3	0	0	100%
12	Wayne	20	22	-2	110%	22	0	-2	110%
13	Brown	2	3	-1	150%	3	0	-1	150%
13	Greene	9	10	-1	111%	10	0	-1	111%
13	Lawrence	9	10	-1	111%	10	0	-1	111%
13	Monroe	20	23	-3	115%	23	0	-3	115%
13	Owen	6	7	-1	117%	7	0	-1	117%
14	Bartholomew	19	19	0	100%	19	0	0	100%
14	Jackson	14	15	-1	107%	15	0	-1	107%
14	Jennings	12	12	0	100%	12	0	0	100%
14	Johnson	15	17	-2	113%	17	0	-2	113%
14	Shelby	8	10	-2	125%	10	0	-2	125%
15	Dearborn	11	12	-1	109%	12	0	-1	109%
15	Decatur	11	11	0	100%	11	0	0	100%
15	Jefferson	12	14	-2	117%	13	1	-1	108%
15	Ohio	2	2	0	100%	2	0	0	100%
15	Ripley	10	10	0	100%	10	0	0	100%
15	Switzerland	4	5	-1	125%	5	0	-1	125%
16	Gibson	10	12	-2	120%	12	0	-2	120%
16	Knox	16	18	-2	113%	17	1	-1	106%
16	Pike	5	5	0	100%	5	0	0	100%
16	Posey	5	6	-1	120%	6	0	-1	120%
16	Vanderburgh	42	49	-7	117%	50	-1	-8	119%
16	Warrick	8	9	-1	113%	10	-1	-2	125%
17	Crawford	6	6	0	100%	6	0	0	100%
17	Daviess	6	7	-1	117%	6	1	0	100%
17	Dubois	5	5	0	100%	4	1	1	80%
17	Martin	3	2	1	67%	2	0	1	67%

Staffing Report Data as of 06/30/08

Projected FCM Staffing Needs

Region	County	12/17 FCM Projected Need	Current PCN's	12/17 PCN Need	PCN % Attained	Current FCM's	Current Vacancies	12/17 FCM Need	FCM % Attained
17	Orange	4	5	-1	125%	5	0	-1	125%
17	Perry	6	6	0	100%	6	0	0	100%
17	Spencer	3	4	-1	133%	4	0	-1	133%
18	Clark	29	30	-1	103%	29	1	0	100%
18	Floyd	11	13	-2	118%	13	0	-2	118%
18	Harrison	9	11	-2	122%	11	0	-2	122%
18	Scott	14	15	-1	107%	15	0	-1	107%
18	Washington	5	7	-2	140%	7	0	-2	140%
State Wide Total		1452	1592	-140	110%	1572	20	-120	108%

Department of Child Services
Statewide Monthly Caseload Information
From July 2006 to July 2008

Month	New Investigations	CHINS	SRA	IA	Needed
July 2006	4184	13114	817	1736	1270.255
August 2006	5162	13105	809	1785	1353.637
September 2006	4456	13201	795	1861	1304.098
October 2006	4917	13101	763	1836	1333.279
November 2006	4376	13042	769	1854	1286.137
December 2006	3860	12952	689	1859	1233.431
January 2007	4826	12871	739	1845	1311.284
February 2007	4243	12866	704	1773	1256.113
March 2007	5476	12975	686	1788	1365.098
April 2007	5064	13068	638	1814	1334.941
May 2007	5868	13143	583	1904	1408.412
June 2007	4418	13158	490	1997	1288.461
July 2007	4658	13218	397	1976	1305.284
August 2007	5509	13251	294	2037	1375.672
September 2007	4997	13320	195	2079	1333.711
October 2007	5533	13474	105	2138	1385.613
November 2007	4851	13443	51	2127	1323.132
December 2007	4387	13516	17	2198	1290.936
January 2008	5294	13522	0	2269	1370.049
February 2008	5266	13519	0	2292	1368.892
March 2008	5963	13737	0	2381	1445.034
April 2008	6689	13904	0	2641	1530.652
May 2008	6450	14211	0	2861	1541.735
June 2008	5349	14355	2	2936	1462.985
July 2008	5993	14525	0	2934	1526.417
August 2008	6119	14581	0	2990	1543.505
September 2008	6645	14796	0	2992	1600.103
October 2008	6381	15025	2	2956	1589.574
November 2008					
December 2008					
January 2009					
February 2009					
March 2009					
April 2009					
May 2009					
June 2009					
July 2009					

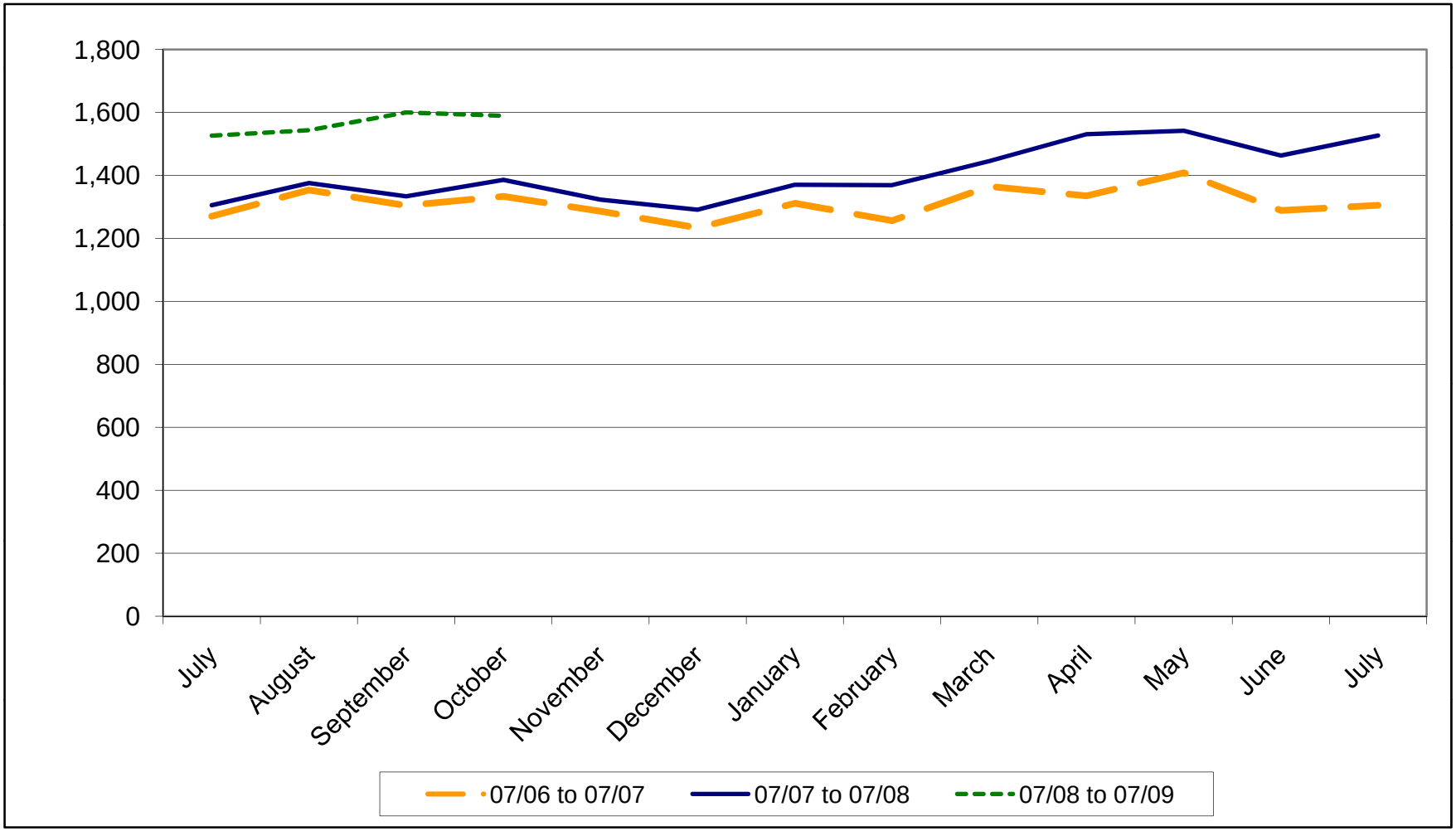
Prepared by:
Office of Data Management
8/8/2008

Source:
ICWIS Intake Report
ICWIS CHINS JD/JS Report
ICWIS Statistcal Report by County

State of Indiana
Mitchell E. Daniels Jr., Governor - James W. Payne, Director
402 West Washington Street Room W392 / Indianapolis, IN 46204-2739

INDIANA DEPARTMENT OF CHILD SERVICES

Exhibit 3
Department of Child Services
Comparison of Statewide Monthly Needed Caseworkers
From July 2006 to July 2009



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ICWIS Intake Report
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ICWIS Statistcal Report by County