INDIANA DEPARTMENT OF CHILD SERVICES

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

Submitted by:
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For the year ended
June 30, 2010

Protecting our children, families and future

Pursuant to IC 31-25-2-4, once every twelve (12) months, the Department of Child Services (DCS) 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:

- Description and recommendations for best management practices and resources required to achieve effective and efficient delivery of child protection services;
- 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; and
- A written plan that indicates steps that are being taken to reduce caseloads if the report indicates that average caseloads exceed caseload standards.

Effective and Efficient Delivery of Child Protection Services

Beginning December 2005, DCS embarked upon a comprehensive practice reform initiative. DCS engaged national and local organizations for guidance and support to improve the system that cares for its abused and neglected children. This collaboration marked the beginning of Indiana's practice reform efforts. The centerpiece for Indiana's Practice Reform includes the TEAPI Practice Model, infrastructural and systemic changes, staff expansion and training, policy making and revisions, and new legislative amendments. Over the course of the last five years, DCS launched a number of initiatives to improve the manner in which child welfare is administered in Indiana.

Centralized Child Abuse and Neglect Hotline

In January 2010, DCS established the Indiana Child Abuse and Neglect Hotline (Hotline) to ensure consistent handling of calls alleging child abuse and neglect. The Hotline serves as the central reporting center for all allegations of child abuse or neglect in Indiana. The Hotline is staffed with 62 Family Case Managers (FCMs), also know as Intake Specialists, who are professionally trained to take reports of abuse and neglect. These Intake Specialists gather information from callers, determine whether the information provided meets statutory criteria for DCS to conduct an assessment, and if appropriate, route reports directly to DCS local offices for response and assessment.

The centralized Hotline was developed to bring consistency to the way abuse and neglect calls were managed across the State. The Hotline streamlines the Agency's approach to taking reports, improves its ability to gather information from callers, and expedites the process of preparing comprehensive reports and disseminating those reports to local offices for assessment. The Hotline also allows Family Case Managers to spend more time partnering with children and

families in an effort to keep children safe as local office FCMs are no longer responsible for handling intake functions.

The centralized Hotline unit began taking calls January 1, 2010 in Marion County. As of August 9, 2010 the Hotline was taking reports for 85 counties. Statewide rollout to the new system will conclude August 30, 2010.

Managing by Data

As a component of its practice reform efforts and in conjunction with implementation of the new practice model, DCS implemented several strategies to track and analyze outcomes and implement strategies to improve delivery of child welfare services. Specifically, DCS developed a SharePoint site, which houses a series of innovative data reports designed to measure the outcomes needed to maintain a healthy child welfare system. These data reports, known as Practice Indicator reports, offer management staff the statistical information necessary to identify both strengths and weaknesses in order to develop strategic action plans on a local, regional or statewide basis.

The Practice Indicator reports allow DCS to analytically rather than anecdotally measure our impact and progress to produce positive outcomes for families. Prior to the implementation of the Practice Indicator reports there was a tendency to focus on individual case outcomes or individual county practices while ignoring the big-picture perspective as to how DCS performs as a system for all families involved with the agency on both an individual and statewide basis. Information included on the DCS SharePoint is analyzed, trended, and made more user-friendly for line staff not only to help individual children and families, but also to guide the agency in making systemic outcome improvements. These reports go beyond just aggregate data and include drill down reports that allow a Family Case Manager to identify specific cases where problems might exist. Staff can now see how they compare with counties of similar size, with federal standards, and with regional/statewide averages or medians.

Prior to the implementation of the new practice model and the Practice Indicators, DCS had neither a recognized practice model nor a way to analyze data trends or outcomes in the approximately 20,000 cases it handled in any given month. While it has taken time to change the culture of the workers and managers to manage by data, it has allowed DCS to establish baselines, develop strategies, and improve almost every outcome in the past 2 ½ years. For example, relative care has increased from 15.94% in December 2007 to 35.4% in June 2010 while the length of time in placement has reduced from an average of 676 days to 594 days and a median of 460 days to 363 days during the same period (**Exhibit 1**).

Adoption and Foster Care Reporting and Analysis System

DCS is required to submit data to the federal Administration of Children and Families (ACF), which is used in various reports and performance analysis. For example, the Adoption and Foster Care Reporting and Analysis System (AFCARS) collects case level information on all children in foster care for whom Indiana has responsibility for placement, care or supervision, and on children who are adopted under the auspices of the Department of Child Services. States are required to submit AFCARS data semi-annually to ACF. The AFCARS report periods are October 1 through March 31 and April 1 through September 30. Data is extracted from the Indiana Child Welfare Information System and scores from the AFCARS provide insight into how the state is doing compared to established national standards. It also serves as a baseline when preparing for a federal Children and Family Services Review (CFSR), which focuses on a States' capacity to create positive outcomes for children and families and on the results achieved by the provision of appropriate services.

The following federal collective measures are included in the CFSR permanency outcome:

Permanency Composite 1: Made up of 4 measures taken related to scores regarding reunification in less than 12 months, median stay of children in foster care, re-entry into foster care, etc.

Permanency Composite 2: Made up of 5 measures taken related to length of stay in foster care, adoption in less than 24 months, adoption in less than 12 months, etc.

Permanency Composite 3: Made up of 3 measures taken related to permanency achieved prior to age 18, permanency with TPR, and emancipation

Permanency Composite 4: Made up of 3 measures taken related to less than two placements for children in care for 12, 24 and 24+ months respectively.

Indiana's composite scores on these permanency indicators for FY 2009 are summarized below:

Permanency Composite 1: Timeliness and Permanency of Reunification

- Indiana: 127
- National standard: 122.6 or higher

Permanency Composite 2: Timeliness of Adoptions

- Indiana: 129.5
- National standard: 106.4 or higher

Permanency Composite 3: Permanency for Children and Youth in Foster Care for Long Periods of Time

- Indiana: 139.1
- National standard: 121.7 or higher

Permanency Composite 4: Placement Stability

- Indiana: 100.6
- National standard: 101.5 or higher

Based on these scores, Indiana exceeds the national standards on Permanency Composites 1, 2, and 3. Indiana has shown steady improvement in Permanency Composite 4 (Placement Stability) over the past four years and is close to meeting the national standard.

Reflective Practice Survey

On July 1, 2010, DCS introduced The Reflective Practice Survey (RPS), a new tool designed to evaluate the quality of services provided by Family Case Managers when working with children and families. The RPS provides an analysis of case management services by identifying the strengths and needs of the family, as well as those of individual Family Case Managers. The RPS tool uses field observation and a FCM interview to review cases in order to evaluate the FCMs practice skills. Supervisors will complete the RPS quarterly in conjunction with the Quality Assurance Review (QAR) and will use the tool to assess Family Case Manager (FCM) skill levels in using the Family Functional Assessment (FFA) guide in their work with children and families during home visits.

Supervisors will shadow FCMs on a home visit for a selected case then score the case using information obtained from the field observation and an interview with the FCM. The Supervisor then provides feedback to the FCM in an effort to provide ongoing coaching and development of worker skills. Negative trends found in both cases and worker skill levels will be monitored quarterly and addressed by Regional Managers in their Strategic Action Reports.

Through these and other initiatives, DCS continues to build and strengthen a framework for an effective and sustainable child welfare system and as a result DCS is beginning to see improved outcomes which correlate to a safer environment for Indiana's children. Although the Agency remains a work in progress, it has made great strides in improving child welfare practice in Indiana.

CANS Assessment Tool

During 2009 DCS adopted a new assessment tool, the Child and Adolescent Needs and Strengths assessment (CANS), to assist field staff in assessing the needs and strengths of children within the Department's system of care. The CANS is a group of outcome management tools developed by John Lyons, PhD, University of Ottawa, and many stakeholders across multiple states. In Indiana the CANS is used by multiple stakeholders, such as education officials, the Department of Mental Health and Addiction, and providers that the Department interacts with. This is one

advantage of the CANS; it allows DCS to work across systems more efficiently and effectively to serve the children in Indiana.

DCS implemented the CANS in three phases between June 2009 and April 2010. The first step was to train all 250 FCM Supervisors as CANS SuperUsers. A CANS SuperUser is someone who has successfully completed a 2 day in depth training and passed the CANS certification test at a higher reliability than the average user. The Supervisors then assisted FCMs with their CANS training and certification. All 1600 FCMs were required to complete the CANS training and certification. Moving forward all FCMs and FCM Supervisors will be required to recertify yearly in order to keep their certification up to date. The CANS will be an invaluable tool in ensuring that DCS is meeting the needs of the children that we serve.

Fiscal Re-organization

In 2008, with the passage of HEA1001, the Legislature changed the way the State funded its child welfare system from a County payor system to a State payor system. In order to transition payments from the County level to the State level, DCS reorganized both fiscal and administrative operations. The fiscal re-organization began in 2009 and was completed in June 2010. The re-organization allows DCS to ensure that the Agency's practice aligns with new business requirements.

These changes benefit the Agency and the children we serve by allowing DCS to improve outcomes for children and families statewide through more consistent services and financial accountability. For example, the re-organization allowed DCS to implement consistent fiscal policies in all 92 Counties and to standardize practice expectations across the State by providing consistent policies from one source.

Moving forward the Agency will have the ability to track overpayments and improper charges more efficiently because the Agency will now have a centralized location for accounting records and data. DCS will now be able to produce reliable reports on costs and expenditures as well. Most importantly, the fiscal re-organization allows DCS local offices to focus on children's safety instead of paying bills. These outcomes best enable DCS to accomplish its goals in the most practical and efficient means possible.

RECRUITMENT, TRAINING AND RETENTION OF FAMILY CASE MANAGERS

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, and stable homes. The greatest barrier the Agency faced was a lack of Family Case Managers to effectively manage the caseloads of the Department. The General Assembly

recognized this need and reacted by authorizing the hiring of 800 new FCMs over the course of the biennium ending SFY 2008.

Throughout 2006, 2007 and 2008 DCS focused its efforts on hiring additional Family Case Mangers and developing an effective new worker training curriculum to provide new staff with the skills necessary to be successful in partnering with children and families. In 2009, the Agency started focusing more attention on ongoing FCM and Supervisor training and identifying ways to increase retention. However, since attrition is a reality of any organization, recruitment efforts remained a high priority throughout SFY 2010. DCS continues to look at personnel and training needs along with capacity. DCS Human Resources, Staff Development, and Field Operations work collaboratively to support the Agency's continued efforts to recruit and retain qualified staff.

Recruitment

In July 2009, DCS centralized all human resource functions with the Indiana State Personnel Department and now has an embedded staff of ten (10) human resource professionals, including a Human Resource Director, three (3) HR specialists, six (6) field-based Human Resource Generalists and a HR Coordinator. These staff help ensure smooth operation of the FCM recruitment and hiring process.

The DCS Human Resources Department partnered with DCS Field Operations to establish a process to address ongoing hiring needs. They created a timeline (**Exhibit 2**) to outline the necessary steps to recruit, hire and train qualified candidates and developed a process for maintaining a FCM applicant pool in each region. This process resulted in a reduction in the time to fill vacancies from a minimum of eleven (11) weeks to approximately five (5) weeks.

The Employment and Recruiting Specialist manages the overall hiring process, while the field HR Generalists ensure adherence to the timeline and steps. Interviewing and selection of FCM candidates occurs locally and is facilitated by the field HR Generalists who evaluate FCM applicants, conduct telephone prescreen interviews, and perform background checks.

Training

Over time, DCS' FCM new worker training has been updated to reflect feedback of graduates. During most of fiscal year 2006, new workers participated in twelve weeks of classroom training. Four of the twelve weeks took place in Indianapolis, with the other eight taking place 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. In January 2009, DCS again reduced the number of classroom training days and increased on the job training for our new

workers. The current 60 day new worker training now includes 34 classroom days, 16 local office based transfer of learning days, and 10 local office based on the job reinforcement days.

Additionally, when the Agency implemented new Practice Reform Skills in 2007, the new worker training was revised to incorporate some of these skills in the initial training experience. A Field Mentor Program was also implemented in 2007. This program matches a trainee with an experienced, trained, Family Case Manager in the local office 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 provides a framework for developing additional training assistance if needed, as well as reinforcing clinically-proven best practice in the field.

In 2010, computer assisted training was added to further assist Field Mentors in developing coaching and teaching skills. A detailed "activities" manual was also created to outline specific skill-based activities to be completed during local office days and reinforce the classroom training received.

Consistent with DCS' values regarding the belief "in personal accountability for outcomes, including one's growth and development," in February 2010 the agency instituted an annual training requirement to promote professional development and improve staff skills to better serve the children and families of Indiana. This initiative requires all FCMs to complete at least 24 hours of in-service training annually. Additionally, all Supervisors, Local Office Directors, Division Managers, and Regional Managers are required to complete at least 32 hours of annual in-service training.

In conjunction with establishing annual training requirements for FCMs, DCS conducted an Individual Training Needs Assessment (ITNA) in 2009. This assessment helped the Agency identify priority on-going training topics and guided development of the 2010 Staff Development Strategic Plan. Trainings on Engaging Fathers, Secondary Trauma, Time Management, and Domestic Violence were released in 2009 as a result of the ITNA. Courses on Adoption, Developmental Disabilities in Adults and Children, and Positive Youth Development will roll out in 2010.

Retention

Since July 1, 2005, DCS added an additional 800 Family Case Mangers for a total of 1,592. Now that the agency has filled all of the newly created positions, the focus has shifted to managing vacancies and retaining quality staff. DCS continues to utilize several metrics to track turnover and capture the reasons for employee departures.

DCS started tracking turnover data for the FCM position in March 2007. An analysis of this data indicates the Agency continues to maintain a better turnover rate than the national average and continues to improve in this area. To better capture FCM departures, the agency reports two types of turnover—actual and negative. While actual turnover reflects all FCMs who have vacated their position, negative turnover only includes those incumbents who actually left the Agency. Negative turnover, thus, only reflects resignations, terminations, and transfers to other state agencies and excludes employees who promoted or transferred to another position within DCS.

Between July 1, 2009 and June 30, 2010 actual FCM turnover was 18.2%, while negative turnover was 16.24%. This data, in conjunction with the data received from exit interview surveys, provides a mechanism for identifying and correcting issues in geographic areas or regions with significant turnover. Agency turnover information is used in conjunction with the caseload data report to determine where vacant positions should be reallocated to meet operational needs.

In November 2007, DCS began using an exit interview tool. Between November 2007 and June 2010, a total of 415 respondents completed the survey; the majority of the respondents were Family Case Managers. From July 1, 2009 through June 30, 2010, DCS received 152 responses from the exit interview. Of the employees that responded during that period, approximately 36.8% indicated that they left for a better job opportunity. Of those individuals pursuing better opportunities, approximately 30.4% left for a better rate of pay, 33.9% left for a different type of work and another 17.9% left due to the hours of work. Other responses included better benefits packages, better work hours, and more responsibility.

Previous survey results revealed that a significant percentage of employees left due to supervision issues. In response to this feedback, DCS began an aggressive campaign to address turnover related to poor supervisor/employee relationships which resulted in a dramatic decrease in the number of exiting employees who reported supervision as their primary reason for leaving the Agency.

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, there has been an increase in positive feedback with regard to Supervisor recognition of FCM accomplishments, openness to suggestions, and the ability to provide constructive feedback. DCS also provides a New Supervisor Training Program designed to ensure new Supervisors have the fundamental skills necessary to be successful in their new role.

Furthermore, in 2009, DCS partnered with Casey Family Programs to implement two different training initiatives. All DCS Local Office Directors and Regional Managers participated in a *Leadership in a Time of Change* seminar, which has now been developed into a 4-day training program that all new Local Office Directors complete. DCS also launched a separate initiative that includes a Supervisory Workshop Series initially developed by Judith and John McKenzie in collaboration with the Michigan State University School of Social Work. Quarterly supervisor workshops were facilitated by staff from several divisions throughout the Agency, including Staff Development, Field Operations, and Central Office and occurred throughout the 2009-2010 fiscal year based on topics covered in these workbooks. Videoconferencing equipment, installed in 9 Regional hubs, was used to promote Supervisor participation in these trainings with minimal travel involved. Additionally, in June 2010, DCS held an all-state supervisor workshop, which covered a number of topics identified by a supervisor workgroup as the most relevant in assisting supervisors in effectively performing their jobs and supporting FCMs.

While the exit interview provides valuable feedback on areas for improvement, there is a significant portion of exiting employees who do not complete the survey. As a result, DCS HR recently revised the exit interview and implemented strategies to increase the completion rate. This will better enable the agency to identify the current reasons for employee departures and implement measures to address them.

Caseload data

Overview

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 analyzed by the Human Resources Department and Field Operations Executive Management team. ICWIS provides information on the number of new investigations opened each month and the number of children served by each county. Local Office Directors confirm staffing levels, including total staff, staff in training, and staff unavailable for other reasons including leaves of absence. Based on this information, DCS 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.

DCS maintains 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 regionally-based approach, DCS 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 Regional Managers to allocate resources as needed. With fluctuations and spikes in caseloads, along with FCM vacancies, this

process allows Regional Managers the flexibility of assigning an FCM to another county within a Region either temporarily or on a permanent basis. 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.

Caseload Breakdown

Pursuant to IC 31-25-2-5, enacted in the spring of 2007, DCS is required to ensure that Family Case Manager staffing levels are maintained so that each county has enough FCMs to allow caseloads to be at not more than: (1) twelve active cases relating to initial assessments, including investigations of an allegation of child abuse or neglect; or (2) seventeen children monitored and supervised in active cases relating to ongoing services. The 12/17 caseload standard is consistent with the Child Welfare League of America's standards of excellence for services for abused and neglected children and their families.

Exhibit 3 shows the average number of FCMs needed to reach 12 investigations or 17 on-going children over the past twelve months by County and Region. 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. These 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 and week to week. DCS will continue to work with national leaders and organizations as these discussions bring more mathematical certainty to those designations.

In 2009, Regional Managers began utilizing a software tool to monitor FCM caseloads 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 remain open. This allows managers to further analyze how to more consistently 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.

In addition, Regional Managers also monitor the number of overdue assessments or assessments that are not completed within the required thirty day timeframe. It is important to note that in

June 2008 the required timeframe for completing CPS investigations was reduced from 60 days to 30 days, thus ensuring that abused and neglected children are receiving agency intervention and services as quickly as possible.

Two overdue assessment reports are run on a weekly basis. The first identifies all cases that have been open for 20 to 30 days. This report enables managers to identify assessments that are at risk of becoming overdue (i.e., open for more than 30 days). A second report captures all assessments that have been open for more than 30 days. In March 2008, 2,932 assessments were overdue statewide. As of June 28, 2010 there were only 321 overdue assessments statewide that had not yet been submitted for Supervisor approval.

Percentage of caseloads in compliance with standards

An analysis of **Exhibit 3** indicates that, as of June, 2010, 88.9% or 16 of 18 regions were in compliance with the caseload averages of 12 and 17. The two regions that were not in compliance as of June 30, 2010 were Region 1 and Region 16. Region 1 ended the year within one staff member of meeting the 12 and 17 requirements, while Region 16 needed 3 additional staff. In general, DCS has experienced an increase in child abuse and neglect reports made statewide. This trend resulted in an overall increase in caseload numbers in regions throughout the state. Periodic shifts in caseloads and turnover also impact 12/17.

Caseload weighting was implemented to more accurately reflect caseloads based on the amount of work required to perform case management tasks. For example, Voluntary Informal Adjustments (IAs) typically require fewer FCM contacts with the family, less court time, and less ICWIS input than an involuntary CHINS case. In May 2009, DCS began weighting IAs at 50% of the value of a CHINS case. DCS continues to research and evaluate the use of caseload weighting and will likely implement additional measures to more appropriately reflect the workload associated with carrying various types of cases. For example, 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. In the future, DCS may implement strategies to better reflect the additional work involved with managing these types of cases when calculating caseloads.

In SFY 2010, this weighting process allowed DCS to more accurately determine where resources should be deployed and implement efficiencies by specializing functions such as intake of child abuse and neglect reports, determining IV-E foster care eligibility, licensing foster homes, and establishing Medicaid benefits. Such tasks are handled more efficiently by subject matter experts who can still assist in assessing abuse reports or processing ongoing cases during peak periods of activity for DCS or to cover vacancies throughout a region.

Plans to reduce caseloads

As of June 30th, 2008 DCS filled all of the new Family Case Manager positions funded by the General Assembly for SFY 2008. Current staffing plans require the agency to focus on retention and timely filling of vacancies in counties and regions as determined based on monthly caseload analysis and projections.

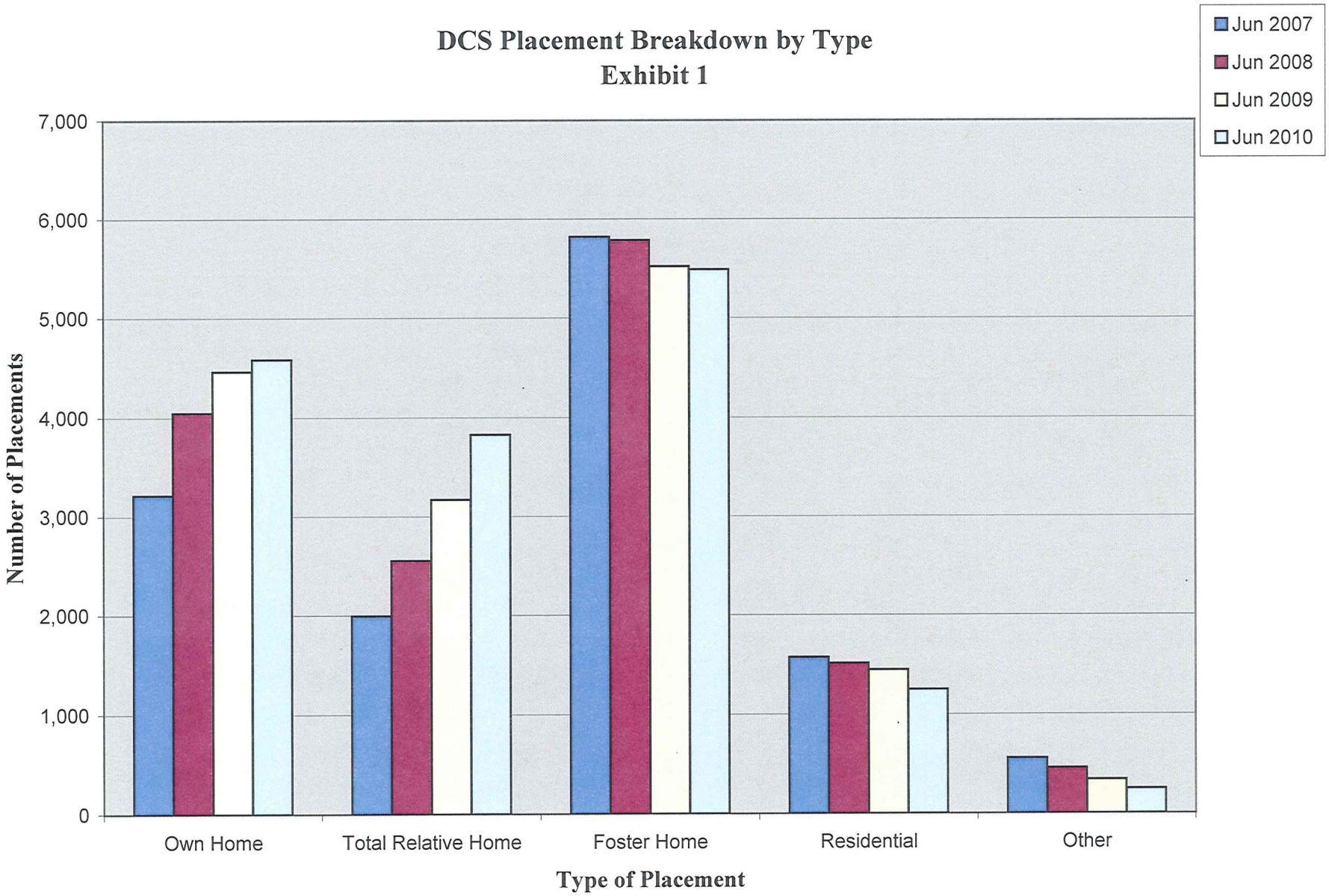
DCS was previously approved to reclassify the approximately 36 "FCM 3" positions that existed statewide in its efforts to identify additional ways to manage and reduce caseloads. While these positions were captured in the 12/17 caseload analysis, the FCM 3 position was akin to an assistant case manager and could not carry the full compliment of duties that FCMs are normally required to complete such as performing assessments and being on-call. These positions were reclassified to FCM 2 positions, which has allowed local offices to utilize them to handle normal FCM duties. This reclassification became effective on June 7, 2009 and enabled the agency to more effectively utilize these positions throughout SFY 2010.

Over the last year, DCS continued to launch initiatives that improve the quality of services provided to Indiana's children and families, while ensuring that Family Case Managers maintain an appropriate number of cases pursuant to statute. In addition to managing vacancies as a mechanism for reducing caseloads, DCS has instituted several measures to reduce caseloads by introducing technology, policies, and other tools that support the Indiana Practice Model and enhance the way the Agency does business. Examples of those efforts include the following:

- Specializing functions that were historically performed as auxiliary FCM duties, which reduced the amount of time FCMs had available to work directly with children and families. Examples of these initiatives include the following:
  - Establishment of foster care and adoption specialists (launched in FY 2010)
  - Establishment of a centralized child abuse and neglect hotline (launched in FY 2010)
  - Establishment of a statewide investigation unit focused on allegations against institutions (not yet instituted)
- Development and implementation of automated mechanisms for obtaining information on children and families. For example, DCS has a genogram program which helps Family Case Managers locate absent parents and relatives.
- Development and implementation of an electronic referral form which serves to expedite the time spent generating service referrals for children and families.

Over the past year, DCS has seen an increase in the number of child abuse/neglect reports that are received. This has resulted in an increase in the number of assessments that are investigated by Family Case Managers statewide. Between July 1, 2009 and June 30, 2010, DCS investigated

3,165 more reports than the previous year. In light of this increase in business, the Agency will continue to identify strategies to ensure FCMs maintain caseloads that are in compliance with statutory requirements.


DCS Placement Breakdown by Type
Exhibit 1
Jun 2007
Jun 2008
Jun 2009
Jun 2010
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
Number of Placements
Own Home
Total Relative Home
Foster Home
Residential
Other
Type of Placement

Department of Child Services
Exhibit 2
FCM Hiring Timeline

	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	Start Date	Graduation Date	
Responsibility		**Employment Specialist/ Field Op's Executive Managers**		**Field HR**	**Regional Managers, County Directors**	**Regional Managers, County Directors, Field HR**	**Applicant**	**Field HR**	**Kristen Sparks/ Shirley Gollmer**	**Employee**	**Employee**	**Verified Graduation Dates**
2009 Time Frame:				**Day 1**	**Day 2 -8**	**Day 9**	**Day 16**	**Day 20**	**Day 23**	**Day 30**	**Day 114**	
	91	19-May	Indianapolis	14-Jun	15-Jun	22-Jun	29-Jun	3-Jul	6-Jul	**13-Jul**	5-Oct	
	92	9-Jun	Indianapolis	5-Jul	6-Jul	13-Jul	20-Jul	24-Jul	27-Jul	**3-Aug**	26-Oct	
	93	30-Jun	Indianapolis	26-Jul	27-Jul	3-Aug	10-Aug	14-Aug	17-Aug	**24-Aug**	16-Nov	
	94	21-Jul	Indianapolis	16-Aug	17-Aug	24-Aug	31-Aug	4-Sep	7-Sep	**14-Sep**	7-Dec	
	95	11-Aug	Indianapolis	6-Sep	7-Sep	14-Sep	21-Sep	25-Sep	28-Sep	**5-Oct**	28-Dec	
	96	1-Sep	Indianapolis	27-Sep	28-Sep	5-Oct	12-Oct	16-Oct	19-Oct	**26-Oct**	18-Jan	
	97	22-Sep	Indianapolis	18-Oct	19-Oct	26-Oct	2-Nov	6-Nov	9-Nov	**16-Nov**	8-Feb	
	98	13-Oct	Indianapolis	8-Nov	9-Nov	16-Nov	23-Nov	27-Nov	30-Nov	**7-Dec**	1-Mar	
2010 Time Frame:		**Day 1-7**		**Day 8-9**	**Day 10-15**	**Day 16**	**Day 17**	**Day 18**	**Day 20**	**Day 24**	**Day 84**	
	99	2-Dec	Indianapolis	10-Dec	12-Dec	18-Dec	21-Dec	22-Dec	29-Dec	**4-Jan**	29-Mar	
	100	21-Dec	Indianapolis	30-Dec	2-Jan	8-Jan	10-Jan	11-Jan	19-Jan	**25-Jan**	19-Apr	
	101	11-Jan	Indianapolis	18-Jan	20-Jan	29-Jan	1-Feb	2-Feb	9-Feb	**15-Feb**	11-May	
	102	1-Feb	Indianapolis	10-Feb	12-Feb	19-Feb	22-Feb	23-Feb	2-Mar	**8-Mar**	2-Jun	
	103	22-Feb	Indianapolis	3-Mar	5-Mar	12-Mar	15-Mar	16-Mar	23-Mar	**29-Mar**	23-Jun	
	104	15-Mar	Indianapolis	24-Mar	26-Mar	2-Apr	4-Apr	5-Apr	13-Apr	**19-Apr**		
	105	5-Apr	Indianapolis	14-Apr	16-Apr	23-Apr	26-Apr	27-Apr	4-May	**10-May**		
	106	26-Apr	Indianapolis	26-May	28-May	4-Jun	7-Jun	8-Jun	15-Jun	**21-Jun**		
	107	8-Jun	Indianapolis	10-Jun	21-Jun	25-Jun	28-Jun	29-Jun	6-Jul	**12-Jul**		
	108	28-Jun	Indianapolis	7-Jul	9-Jul	16-Jul	19-Jul	20-Jul	27-Jul	**2-Aug**		
	109	19-Jul	Indianapolis	28-Jul	30-Jul	6-Aug	8-Aug	9-Aug	17-Aug	**23-Aug**		
	110	8-Aug	Indianapolis	18-Aug	20-Aug	27-Aug	30-Aug	31-Aug	7-Sep	**13-Sep**		
	111	30-Aug	Indianapolis	9-Sep	11-Sep	17-Sep	20-Sep	21-Sep	28-Sep	**4-Oct**		
	112	20-Sep	Indianapolis	29-Sep	1-Oct	8-Oct	11-Oct	12-Oct	19-Oct	**25-Oct**		
	113	11-Oct	Indianapolis	20-Oct	22-Oct	29-Oct	1-Nov	2-Nov	9-Nov	**15-Nov**		
	114	1-Nov	Indianapolis	10-Nov	12-Nov	19-Nov	22-Nov	23-Nov	30-Nov	**6-Dec**		
	115	22-Nov	Indianapolis	1-Dec	10-Dec	17-Dec	20-Dec	21-Dec	28-Dec	**3-Jan**		

INDIANA DEPARTMENT OF CHILD SERVICES

Department of Child Services
Exhibit 3
Projected FCM Staffing Needs

Region	County	Central Intake Unit Staff	Current FCM Field Staff	Total Current Staff	12/17 Projected Staff Need	12/17 Staff Need	Staff % Attained
1	Lake	0.00	156	156.00	157	1.00	99.36%
1	**Region 1 Total**	**0.00**	**156**	**156.00**	**157**	**1.00**	**99.36%**
2	Jasper	0.00	4	4.00	4	0.00	100.00%
2	Laporte	0.00	15	15.00	14	-1.00	107.14%
2	Newton	0.00	4	4.00	3	-1.00	133.33%
2	Porter	0.00	16	16.00	16	0.00	100.00%
2	Pulaski	0.00	2	2.00	2	0.00	100.00%
2	Starke	0.00	6	6.00	4	-2.00	150.00%
2	**Region 2 Total**	**0.00**	**47**	**47.00**	**43**	**-4.00**	**109.30%**
3	Elkhart	0.00	45	45.00	39	-6.00	115.38%
3	Kosciusko	0.00	9	9.00	8	-1.00	112.50%
3	Marshall	0.00	10	10.00	9	-1.00	111.11%
3	Saint Joseph	0.00	78	78.00	82	4.00	95.12%
3	**Region 3 Total**	**0.00**	**142**	**142.00**	**138**	**-4.00**	**102.90%**
4	Adams	0.00	5	5.00	6	1.00	83.33%
4	Allen	0.00	93	93.00	91	-2.00	102.20%
4	Dekalb	0.00	11	11.00	15	4.00	73.33%
4	Huntington	0.00	8	8.00	6	-2.00	133.33%
4	LaGrange	0.00	6	6.00	6	0.00	100.00%
4	Noble	0.00	9	9.00	10	1.00	90.00%
4	Steuben	0.00	12	12.00	9	-3.00	133.33%
4	Wells	0.00	5	5.00	4	-1.00	125.00%
4	Whitley	0.00	3	3.00	3	0.00	100.00%
4	**Region 4 Total**	**0.00**	**152**	**152.00**	**150**	**-2.00**	**101.33%**
5	Benton	0.07	3	3.07	2	-1.07	153.67%
5	Carroll	0.39	4	4.39	3	-1.39	146.45%
5	Clinton	0.47	6	6.47	6	-0.47	107.89%
5	Fountain	0.21	5	5.21	5	-0.21	104.13%
5	Tippecanoe	2.20	35	37.20	32	-5.20	116.25%
5	Warren	0.13	1	1.13	2	0.87	56.67%
5	White	0.33	4	4.33	4	-0.33	108.17%
5	**Region 5 Total**	**3.81**	**58**	**61.81**	**53**	**-8.81**	**116.62%**
6	Cass	0.43	6	6.43	5	-1.43	128.54%
6	Fulton	0.31	5	5.31	5	-0.31	106.27%
6	Howard	1.08	16	17.08	15	-2.08	113.87%
6	Miami	0.31	10	10.31	9	-1.31	114.59%
6	Wabash	0.30	6	6.30	5	-1.30	126.00%
6	**Region 6 Total**	**2.43**	**43**	**45.43**	**40**	**-5.43**	**113.58%**
7	Blackford	0.13	3	3.13	3	-0.13	104.22%
7	Delaware	1.64	26	27.64	23	-4.64	120.18%

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Department of Child Services
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7	Grant	0.90	17	17.90	16	-1.90	111.88%
7	Jay	0.29	3	3.29	3	-0.29	109.78%
7	Randolph	0.26	5	5.26	4	-1.26	131.50%
7	**Region 7 Total**	**3.22**	**54**	**57.22**	**48**	**-9.22**	**119.21%**
8	Clay	0.35	3	3.35	3	-0.35	111.78%
8	Parke	0.17	2	2.17	2	-0.17	108.34%
8	Sullivan	0.36	4	4.36	5	0.64	87.20%
8	Vermillion	0.27	3	3.27	3	-0.27	108.89%
8	Vigo	1.39	22	23.39	23	-0.39	101.68%
8	**Region 8 Total**	**2.53**	**34**	**36.53**	**35**	**-1.53**	**104.38%**
9	Boone	0.37	8	8.37	7	-1.37	119.53%
9	Hendricks	0.68	12	12.68	12	-0.68	105.67%
9	Montgomery	0.55	14	14.55	12	-2.55	121.28%
9	Morgan	0.59	10	10.59	10	-0.59	105.87%
9	Putnam	0.33	7	7.33	7	-0.33	104.76%
9	**Region 9 Total**	**2.52**	**51**	**53.52**	**50**	**-3.52**	**107.04%**
10	Marion	14.79	292	306.79	298	-8.79	102.95%
10	**Region 10 Total**	**14.79**	**292**	**306.79**	**298**	**-8.79**	**102.95%**
11	Hamilton	1.18	18	19.18	15	-4.18	127.87%
11	Hancock	0.59	8	8.59	9	0.41	95.41%
11	Madison	1.71	35	36.71	37	0.29	99.21%
11	Tipton	0.11	3	3.11	3	-0.11	103.56%
11	**Region 11 Total**	**3.58**	**64**	**67.58**	**62**	**-5.58**	**109.00%**
12	Fayette	0.42	5	5.42	6	0.58	90.34%
12	Franklin	0.24	4	4.24	4	-0.24	106.00%
12	Henry	0.54	12	12.54	13	0.46	96.46%
12	Rush	0.23	4	4.23	5	0.77	84.67%
12	Union	0.09	5	5.09	2	-3.09	254.67%
12	Wayne	0.93	14	14.93	12	-2.93	124.39%
12	**Region 12 Total**	**2.45**	**44**	**46.45**	**41**	**-5.45**	**113.30%**
13	Brown	0.19	4	4.19	4	-0.19	104.67%
13	Greene	0.53	10	10.53	10	-0.53	105.33%
13	Lawrence	0.65	6	6.65	8	1.35	83.17%
13	Monroe	1.43	27	28.43	26	-2.43	109.33%
13	Owen	0.26	8	8.26	7	-1.26	118.00%
13	**Region 13 Total**	**3.06**	**55**	**58.06**	**54**	**-4.06**	**107.52%**
14	Bartholomew	1.01	20	21.01	20	-1.01	105.03%
14	Jackson	0.74	12	12.74	12	-0.74	106.17%
14	Jennings	0.59	13	13.59	16	2.41	84.96%
14	Johnson	1.15	20	21.15	21	-0.15	100.73%

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14	Shelby	0.57	9	9.57	8	-1.57	119.67%
14	**Region 14 Total**	**4.07**	**74**	**78.07**	**76**	**-2.07**	**102.72%**
15	Dearborn	0.43	11	11.43	12	0.57	95.28%
15	Decatur	0.32	9	9.32	10	0.68	93.20%
15	Jefferson	0.42	10	10.42	9	-1.42	115.78%
15	Ohio	0.03	2	2.03	1	-1.03	202.67%
15	Ripley	0.33	10	10.33	8	-2.33	129.08%
15	Switzerland	0.23	4	4.23	3	-1.23	140.89%
15	**Region 15 Total**	**1.75**	**46**	**47.75**	**43**	**-4.75**	**111.06%**
16	Gibson	0.00	9	9.00	8	-1.00	112.50%
16	Knox	0.00	17	17.00	18	1.00	94.44%
16	Pike	0.00	3	3.00	3	0.00	100.00%
16	Posey	0.00	5	5.00	5	0.00	100.00%
16	Vanderburgh	0.00	48	48.00	52	4.00	92.31%
16	Warrick	0.00	9	9.00	9	0.00	100.00%
16	**Region 16 Total**	**0.00**	**91**	**91.00**	**94**	**3.00**	**96.81%**
17	Crawford	0.03	5	5.03	5	-0.03	100.53%
17	Daviess	0.19	7	7.19	8	0.81	89.92%
17	Dubois	0.11	6	6.11	4	-2.11	152.83%
17	Martin	0.05	4	4.05	3	-1.05	135.11%
17	Orange	0.10	4	4.10	4	-0.10	102.50%
17	Perry	0.09	4	4.09	4	-0.09	102.17%
17	Spencer	0.03	3	3.03	3	-0.03	100.89%
17	**Region 17 Total**	**0.60**	**33**	**33.60**	**31**	**-2.60**	**108.39%**
18	Clark	1.65	28	29.65	29	-0.65	102.23%
18	Floyd	0.98	12	12.98	11	-1.98	118.00%
18	Harrison	0.27	9	9.27	9	-0.27	102.96%
18	Scott	0.92	15	15.92	16	0.08	99.50%
18	Washington	0.36	5	5.36	6	0.64	89.33%
18	**Region 18 Total**	**4.17**	**69**	**73.17**	**70**	**-3.17**	**104.53%**
100	**Statewide Total**	**49.00**	**1505**	**1554.00**	**1483**	**-71.00**	**104.79%**

Note: Central Intake Unit (CIU) staff is divided out based on the rate of decisions made per county for the month of June 2010. CIU has not rolled out to all counties yet, therefore some counties received 0.00 for there area.

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