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Date: November 8, 2021
To: All DCS Staff
From: Sarah Sailors, Deputy Director of Field Operations
Subject: FCM Schedule Flexibility
DCS-21-18

The Indiana Department of Child Services (DCS) recently engaged in a Rapid Improvement Event (RIE) to address Family Case Manager (FCM) Schedule Flexibility. The purpose of this Administrative Letter is to inform DCS FCMs and all direct line supervisors of additional flexibility and available options for FCM scheduling. DCS is an agency that values the families of Indiana, including those of our employees. DCS recognizes the need for structured business hours and work schedules to ensure consistent service delivery statewide. DCS also acknowledges the need for flexibility in individual employees' hours of work through the use of alternative and adjusted work schedules.

The period of time in which reports are received at a higher volume tend to be that timeframe in which most offices are winding down for the day. DCS requires consistent office hours from 8:00 a.m. – 4:30 p.m. to allow predictable access to the public. Often workloads require FCMs to be flexible to meet the needs of those we serve, which often requires work essential to DCS' business after 4:30 p.m. In an effort to balance the needs of the families we directly serve with the work-life balance and well-being of FCMs, we are providing FCMs with an understanding of the flexibility allowed:

- FCMs with permanent status are permitted to make temporary adjustments (aka “flexing”) to their schedules within the hours of 7:00 a.m. to 8:00 p.m., Monday through Friday, via notification to FCM Supervisor. Total hours must equal 37.5 hours in a work week;
- Any alternate work schedules (fixed or compressed) worked within the timeframe of 7:00 a.m. – 8:00 p.m. are subject to FCM Supervisor approval only, and the requirement of the [Work Schedule Request \(SF 54325\)](#) is waived for the FCM;



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- No specific justification will be required for alternate work schedules, but availability will be based on county operational needs and employee performance.
- If an FCM is scheduled for on-call responsibilities, that FCM will have the flexibility to adjust his/her schedule to hours during that on-call timeframe. Again, this is subject to FCM Supervisor only.

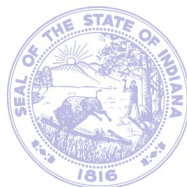
Additional information related to this letter will be contained in the forthcoming Flexibility Cheat Sheet. For further guidance on scheduling, please refer to Policy [HR-2-11 Work Hours and Schedules](#). It is our hope that this increased flexibility will create a more positive employee experience and improve outcomes for the families, children, and communities we serve.

Questions regarding schedule flexibility for FCMs should be directed to your local office management.

Sincerely,



Sarah Sailors, Deputy Director of Field Operations



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