

County of Santa Clara

Social Services Agency



353 West Julian Street
San Jose, California 95110-2335

DATE: April 2, 2021

TO: Board of Supervisors
Jeffrey V. Smith, M.D., J.D., County Executive

FROM: Robert Menicocci, Agency Director *RM*

SUBJECT: **Off-Agenda Report: Updates on DFCS's Operational Policy, Procedures, and the Social Worker Retention Dashboard.**

At the September 22, 2020 Board of Supervisors (Board) meeting, Supervisor Chavez requested Administration to provide follow-up information to the Children, Seniors, and Families Committee (CSFC) regarding the Department of Family and Children's Services (DFCS) Social Worker training program (Item no. 29). At the November 19, 2020 CSFC meeting, Supervisor Chavez requested an update on the two items that were targeted for completion by the end of January 2021 (Item no. 12).

Operational Policy and Procedures

DFCS's Operational Policy and Procedures (OPP) contains 24 handbooks, currently consisting of 293 chapters, with detailed information and instructions on multiple programs and processes within DFCS. At the time of the last report to CSFC, DFCS's Policy Team, who manages the OPP, anticipated that it would complete a comprehensive review of the OPP, including integrating feedback and information received from internal stakeholders and/or subject matter experts (SMEs), by the end of January 2021. In January 2021, the Policy Team completed a high-level review of all OPP chapters. However, a full review of all of the OPP chapters has been delayed because of Policy Team staffing challenges. The OPP team consists of a project manager, a senior management analyst, and a management analyst. During the first part of FY 2021, the project manager was assigned to a workout of class as a Social Services Program Manager III over the DFCS's Administration Services Bureau. The team's management analyst has

been assigned as a disaster services worker since spring 2020. The temporary challenges left by these assignments delayed the review of the OPP.

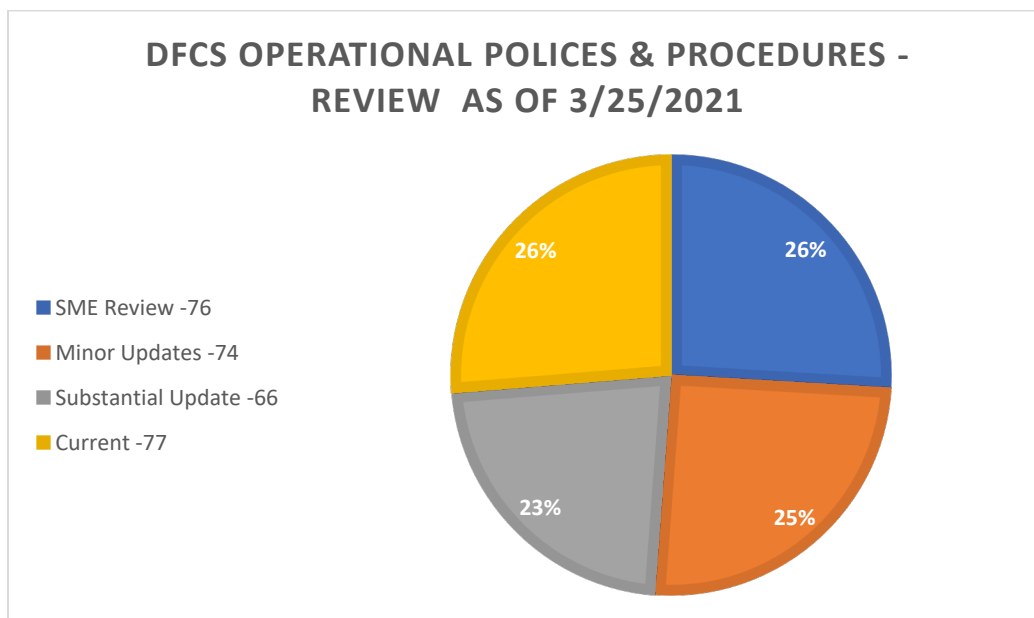
The Policy Team reviewed and analyzed the accuracy of the content of the OPP based upon changes to the laws/regulations, and known changes to policies, and practices as well as the changes in departmental structural and nomenclature used to describe various programs, roles, etc. The Policy Team utilized the following categories to capture the status of the OPP chapters:

- *Current*: Policies and procedures outlined are accurate and up to date.
- *Minor Updates*: Content requires minor changes or updates/additions.
 - Example: For OPP Chapter 19-2, How to Complete the Placement/Address Change form (SCZ 17), instructions for submitting an Emergency Placement approval needs to be added to the policy.
- *Substantial Change*: Content regarding policy, and/or procedure is outdated and needs significant updates.
 - Example: OPP Chapter 13-9, Sibling Protocol, requires significant revisions to reflect current policies and procedures.
- *Subject Matter Expert (SME) Review*: Need assistance of the SME from various program areas to determine the status of the policies and procedures outlined in chapter and to determine whether updates are needed, and if so, the level of changes that are needed.
- *Additional Review*: Policy Team needs to further review these chapters to determine status of policies, procedures, and content and whether updates are needed. If so, determine the level of changes required.

Between February 11, 2021 and March 24, 2021, the Policy Team communicated with identified SMEs, DFCS leadership (directors, managers, and social work supervisors) and the DFCS Steering Committee to illicit feedback in regard to the status of the OPP using the criteria outlined above. Additionally, on March 11, 2021, the Policy Team met with SMEs and DFCS managers in a forum to discuss the OPP and the creation of a Policy Committee. Managers also invited social work supervisors to attend the forum. Twenty-one staff, including the Policy Team, attended the meeting. The participants provided suggestions and recommendations to help guide further work on the OPP and Policy Committee, as well as some staff volunteering to support the Policy Team in developing a work plan and drafting policy.

Current Status of Information in OPP Chapters

Based upon the Policy Team's high-level review and the SMEs' review below is the status for the 293 OPP chapters.



Next Steps:

1. Outreach to staff at all levels to join the Policy Committee.
2. Senior Leadership and executives to discuss ideas out of the March 11, 2021 meeting to support their staffs' participation in the Policy Committee and policy review.
3. Work with the Policy Committee to set a priority of those OPP chapters in need of substantial changes and/or new chapters needing development.
4. Develop a process in which the Policy Team is notified or alerted to pending, anticipated, or occurring changes to policy, procedures, or practice so this work can be tracked and prioritized.
5. Develop a work plan for updating the identified chapters in need of substantial changes and/or new chapters needing development.

It is projected that these steps will be completed by the end of May 2021.

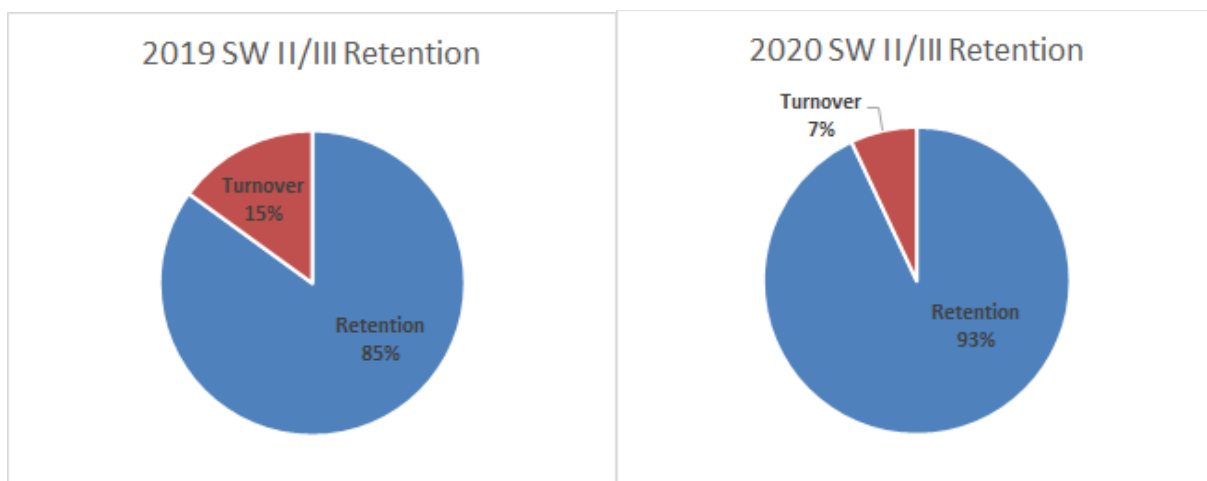
Additionally, since the beginning December 2020, the Policy Team updated over 30 OPP chapters and added two new chapters, including updates to fully integrate the Structured Decision-Making assessment tools with the OPP.

Social Worker Retention Dashboard

DFCS and Staff Development are working on implementing a retention dashboard that will capture vacancy and staff movement data within DFCS and its divisions.

Staff from DFCS, SSA's Office of Research and Evaluation/Staff Development and Human Resources Service Center, and Technology Services and Solutions, meet monthly regarding this dashboard and address issues that impact completion of the dashboard. Recently, the group addressed an issue that arose regarding PeopleSoft, a human resources database, and its integration of data with the dashboard. This issue was resolved on February 4, 2021 and DFCS is now focused on updating and validating data within PeopleSoft. It is anticipated that the social worker retention dashboard will be fully up and running by the end of April 2021.

The retention dashboard will be able to generate various types of vacancy data reports that will assist in identifying retention and turnover trends. In the meantime, DFCS's Code Control unit continues to track social worker hire and exit data and extracts data on retention and turnover trends. In calendar year (CY) 2020, the data showed that 25 social worker (SW) II/IIIs exited DFCS because of retirements, resignations, and promotions within the County, in comparison to CY 2019 whereas 55 SW II/IIIs left DFCS for these same reasons.



The chart above shows a significant increase in retention as DFCS retained about 93% of its SWII/III workforce in comparison to 2019, which showed an 85% retention rate.

In December 2020, a streamlined process for distributing exit surveys that intend to increase data collection that support retention strategies was implemented.

c: Chief Board Aides
Miguel Márquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board