

STAFFING MODELS

OPTIONS FOR REGIONAL SUPERVISION STAFFING

The Social Services Working Group (SSWG) must offer recommendations about the staffing model for the regional supervision of local administration of social services. Below are four potential models for staffing regional offices. The first (Option A) is the leanest model and the fourth (Option D) is the most robust. After reviewing each model, each working group member should consider how it relates back to the goals for a system of regional supervision that SSWG developed in earlier meetings. Each member will assign a number (scale of 1-5; 1 is the lowest) indicating how much support the option provides for each goal. In addition, each member will consider whether the model:

- Is consistent with the SSWG vision for regional supervisory functions
- Is practical from a budgetary perspective
- Is practical from a political perspective
- Will improve the state's supervision of local administration
- Will improve the quality of services delivered at the local level

Members will assign a number to each consideration (scale of 1-5; 1 is not true; 5 is true; 2-4 indicate degrees of uncertainty as to whether or not the statement is true). When we convene for the next meeting, small groups will discuss their answers and develop a recommendation regarding the preferred staffing model for the regional offices.

Note that the SSWG does not need to specify whether regional staff will include new positions or reallocated positions from central office. Working group members may assume that DHHS will evaluate staffing and make specific recommendations when it submits the agency report to the legislature in November 2018.

Goals and Functions: A Refresher

Goals for Regional Supervision
Consistent interpretation and application of laws, regulations, and rules
Policy guidance – issuance of policies, technical assistance
Clearly defined roles and responsibilities
Timely and efficient responses, consistent with law and policy
Productive and trusting relationships
Successful innovation/problem-solving/conflict resolution/leadership
Fair enforcement
Accountability
Supporting quality assurance and improvement, informed by data and practice
Fiscal stewardship (control, efficiency, and accountability)
Help agencies prioritize among the goals
Transparency and accessibility for the counties and the public re: law, policy, and practice; feedback opportunities for the public and counties
Effective technology tools and support

Regional Supervisory Functions
<p>Compliance monitoring</p> <ul style="list-style-type: none"> • Perform compliance monitoring as provided in statewide plan • Coordinate scheduling of compliance monitoring activities across programs for counties within the region • Work with counties to develop corrective action plans and oversee implementation of those plans • Support county offices in their efforts to monitor compliance internally and perform continuous quality improvement (CQI) activities • Share, interpret and discuss monitoring results and dashboard data with agency directors • Maintain open communication with county departments and others in the county regarding compliance duties, challenges, and successes
<p>Fiscal monitoring</p> <ul style="list-style-type: none"> • Perform fiscal monitoring • Coordinate scheduling of fiscal monitoring activities across programs for counties across region • Support county offices in their efforts to effectively develop and manage their budgets internally • Maintain open communication with county departments and others in the county regarding fiscal condition • Work with the counties to identify resource gaps or a need for re-basing at the county level; communicate those needs to the central office
<p>Policy guidance and technical assistance</p> <ul style="list-style-type: none"> • Support county offices in the consistent implementation of policy with training and technical assistance • Promote the consistent implementation and interpretation of policy between and within regions through policy expertise • Use data analytics and other sources of information to identify situations or challenges that may stem from inappropriate interpretation and application of law or policy and work with the county to evaluate and align practices when necessary • Maintain a proactive relationship with central office that increases timeliness and consistency of implementation • Receive and respond to feedback from county offices about policy guidance • Provide feedback to central office regarding any disconnect between law, policy and/or practice

Integrated data systems and recordkeeping

- Provide technical assistance to counties to support accurate data collection, proper recordkeeping, and timeliness
- Gather feedback from counties as issues arise to recommend improvements and updates to the data systems

Best practice dissemination

- Support county offices in the implementation of evidence based-practices through training and resource provision
- Assess innovative practice strategies developed by counties for region-wide or statewide applicability
- Facilitate sharing of evidence-based practices at the regional and county levels when appropriate
- Share information with the central office regarding evidence-based practice implementation at the regional and county levels

Workforce development

- Participate in development and revision of minimum qualifications requirements to ensure that they adequately account for local needs and challenges
- Monitor counties for compliance with minimum qualifications requirements*
- Provide human resource expertise to county offices upon request*
- Provide feedback to directors and supervisory staff at the local level regarding staff performance, based on data analytics, monitoring, and other interactions

Training

- Provide “train the trainer” curriculum and support to directors and supervisory level staff at the local level
- Provide training related to root cause analysis and budgeting
- Provide training to local staff directly when appropriate
- Maintain a “bank” of training resources accessible to county offices
- Monitor compliance with training mandates at the local level to ensure competency and consistency
- Identify training needs within the region using data analytics and respond accordingly

Conflict of interest management

- Assist counties with decisions related to management of COI cases
- If counties are not able to reach a resolution, assign cases and responsibilities (e.g., court filings, costs) to counties consistent with state policy
- If conflict crosses regional lines, coordinate with other regional office(s) to ensure the case is handled in accordance with state policy

Discussion Options for Staffing of Regional Offices

Option A

- Regional administrator
 - Serve as liaison between assigned counties and central office staff
 - Monitor counties in region to identify areas of concern
 - Facilitate central office supervision of counties within region, which may include activities such as coordinating monitoring visits, scheduling needed training for county directors or staff, or providing local support for state oversight of a corrective action plan.
 - Connect counties with central office staff who are able to provide technical assistance or support.
- Administrative staff to support administrator and regional activities

Option B

- Regional administrator
 - Serve as liaison between assigned counties and central office staff
 - Monitor counties in region to identify areas of concern
 - Facilitate central office supervision of counties within region, which may include activities such as coordinating monitoring visits, scheduling needed training for county directors or staff, or providing local support for state oversight of a corrective action plan.
- Administrative staff to support administrator and regional activities
- Program consultants for **some** programs
 - Individuals with program-specific knowledge (e.g., child welfare, adult services, Medicaid, food and nutrition, child support)
 - Each region would have some program consultants assigned to the region
 - Central and regional administrators would have flexibility to
 - Have multiple program consultants in a region if there is a high need for support in a particular program
 - Not have a program consultant for a particular program if there is not a high need for support (see “other arrangements”)
 - Temporarily share program consultants with another region to assist when there is a vacancy or an intensive need for support in the other region
- Other arrangements for some programs
 - If a region does not have a dedicated program consultant for a program, central and regional administrators would have flexibility to
 - Assign a single program consultant to more than one region
 - Provide program consultant support from the central office
 - Make other arrangements as appropriate to ensure local social services agencies have access to adequate support and supervision

Option C

- Regional administrator
 - Serve as liaison between assigned counties and central office staff
 - Monitor counties in region to identify areas of concern
 - Facilitate central office supervision of counties within region, which may include activities such as coordinating monitoring visits, scheduling needed training for county directors or staff, or providing local support for state oversight of a corrective action plan.
- Administrative staff to support administrator and regional activities
- Program consultants for **all** programs
 - Individuals with program-specific knowledge (e.g., child welfare, adult services, Medicaid, food and nutrition, child support)
 - Each region would have at least one program consultant assigned to the region who has expertise in each program that is administered by the local departments of social services
 - Central and regional administrators would have flexibility to
 - Have multiple program consultants in a region if there is a high need for support in a particular program
 - Temporarily share program consultants with another region to assist when there is a vacancy or an intensive need for support in the other region

Option D

- Regional administrator
 - Serve as liaison between assigned counties and central office staff
 - Monitor counties in region to identify areas of concern
 - Facilitate central office supervision of counties within region, which may include activities such as coordinating monitoring visits, scheduling needed training for county directors or staff, or providing local support for state oversight of a corrective action plan.
- Administrative staff to support administrator and regional activities
- Program consultants for **all** programs (see description above in Option C)
- Additional, generalizable technical assistance staff
 - Staff with expertise that is not program specific but rather intended to support the directors and local agencies as a whole
 - The staff would focus on issues such as quality assurance, budgeting, human resources, and/or training

Option A:

Regional administrator, admin staff

Goals for Regional Supervision	The model supports this goal (circle) <small>1=little support; 5=strong support</small>
Consistent interpretation and application of laws, regulations, and rules	1 2 3 4 5
Policy guidance – issuance of policies, technical assistance	1 2 3 4 5
Clearly defined roles and responsibilities	1 2 3 4 5
Timely and efficient responses, consistent with law and policy	1 2 3 4 5
Productive and trusting relationships	1 2 3 4 5
Successful innovation/problem-solving/conflict resolution/leadership	1 2 3 4 5
Fair enforcement	1 2 3 4 5
Accountability	1 2 3 4 5
Supporting quality assurance and improvement, informed by data and practice	1 2 3 4 5
Fiscal stewardship (control, efficiency, and accountability)	1 2 3 4 5
Help agencies prioritize among the goals	1 2 3 4 5
Transparency and accessibility for the counties and the public re: law, policy, and practice; feedback opportunities for the public and counties	1 2 3 4 5
Effective technology tools and support	1 2 3 4 5

This model ...	1=not true; 5=true
Is consistent with the SSWG vision for regional supervisory functions	1 2 3 4 5
Is practical from a budgetary perspective	1 2 3 4 5
Is practical from a political perspective	1 2 3 4 5
Will improve the state's supervision of local administration	1 2 3 4 5
Will improve the quality of services delivered at the local level	1 2 3 4 5

Notes: _____

Option B:

Regional administrator, admin staff, program consultants for some programs,
other arrangements for some programs

Goals for Regional Supervision	The model supports this goal (circle) <small>1=little support; 5=strong support</small>
Consistent interpretation and application of laws, regulations, and rules	1 2 3 4 5
Policy guidance – issuance of policies, technical assistance	1 2 3 4 5
Clearly defined roles and responsibilities	1 2 3 4 5
Timely and efficient responses, consistent with law and policy	1 2 3 4 5
Productive and trusting relationships	1 2 3 4 5
Successful innovation/problem-solving/conflict resolution/leadership	1 2 3 4 5
Fair enforcement	1 2 3 4 5
Accountability	1 2 3 4 5
Supporting quality assurance and improvement, informed by data and practice	1 2 3 4 5
Fiscal stewardship (control, efficiency, and accountability)	1 2 3 4 5
Help agencies prioritize among the goals	1 2 3 4 5
Transparency and accessibility for the counties and the public re: law, policy, and practice; feedback opportunities for the public and counties	1 2 3 4 5
Effective technology tools and support	1 2 3 4 5

This model ...	1=not true; 5=true
Is consistent with the SSWG vision for regional supervisory functions	1 2 3 4 5
Is practical from a budgetary perspective	1 2 3 4 5
Is practical from a political perspective	1 2 3 4 5
Will improve the state's supervision of local administration	1 2 3 4 5
Will improve the quality of services delivered at the local level	1 2 3 4 5

Notes: _____

Option C:

Regional administrator, admin staff, program consultants for all programs

Goals for Regional Supervision	The model supports this goal (circle) 1=little support; 5=strong support
Consistent interpretation and application of laws, regulations, and rules	1 2 3 4 5
Policy guidance – issuance of policies, technical assistance	1 2 3 4 5
Clearly defined roles and responsibilities	1 2 3 4 5
Timely and efficient responses, consistent with law and policy	1 2 3 4 5
Productive and trusting relationships	1 2 3 4 5
Successful innovation/problem-solving/conflict resolution/leadership	1 2 3 4 5
Fair enforcement	1 2 3 4 5
Accountability	1 2 3 4 5
Supporting quality assurance and improvement, informed by data and practice	1 2 3 4 5
Fiscal stewardship (control, efficiency, and accountability)	1 2 3 4 5
Help agencies prioritize among the goals	1 2 3 4 5
Transparency and accessibility for the counties and the public re: law, policy, and practice; feedback opportunities for the public and counties	1 2 3 4 5
Effective technology tools and support	1 2 3 4 5

This model ...	1=not true; 5=true
Is consistent with the SSWG vision for regional supervisory functions	1 2 3 4 5
Is practical from a budgetary perspective	1 2 3 4 5
Is practical from a political perspective	1 2 3 4 5
Will improve the state’s supervision of local administration	1 2 3 4 5
Will improve the quality of services delivered at the local level	1 2 3 4 5

Notes: _____

Option D:

Regional administrator, admin staff,
program consultants for all programs, general TA staff

Goals for Regional Supervision	The model supports this goal (circle) <small>1=little support; 5=strong support</small>
Consistent interpretation and application of laws, regulations, and rules	1 2 3 4 5
Policy guidance – issuance of policies, technical assistance	1 2 3 4 5
Clearly defined roles and responsibilities	1 2 3 4 5
Timely and efficient responses, consistent with law and policy	1 2 3 4 5
Productive and trusting relationships	1 2 3 4 5
Successful innovation/problem-solving/conflict resolution/leadership	1 2 3 4 5
Fair enforcement	1 2 3 4 5
Accountability	1 2 3 4 5
Supporting quality assurance and improvement, informed by data and practice	1 2 3 4 5
Fiscal stewardship (control, efficiency, and accountability)	1 2 3 4 5
Help agencies prioritize among the goals	1 2 3 4 5
Transparency and accessibility for the counties and the public re: law, policy, and practice; feedback opportunities for the public and counties	1 2 3 4 5
Effective technology tools and support	1 2 3 4 5

This model ...	1=not true; 5=true
Is consistent with the SSWG vision for regional supervisory functions	1 2 3 4 5
Is practical from a budgetary perspective	1 2 3 4 5
Is practical from a political perspective	1 2 3 4 5
Will improve the state’s supervision of local administration	1 2 3 4 5
Will improve the quality of services delivered at the local level	1 2 3 4 5

Notes: _____
