



NCCD | National Council on
Crime & Delinquency

How a Workload Study Can Work for You

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Agenda

Objectives

Workload Study Overview and Methodology

Michigan 2015 Foster Care Workload Study

Questions

Objectives



- Workload study purpose, methodology
- Requirements
- Impact on juvenile justice and child welfare agencies



Workload Overview

What is workload?

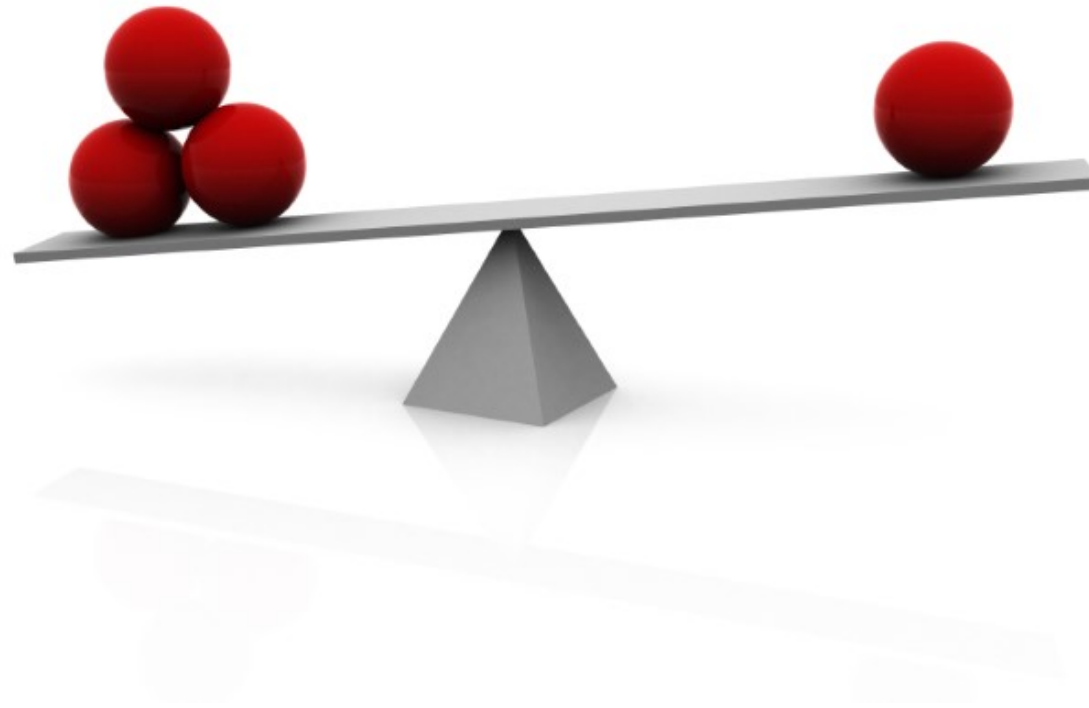


- The amount of work required to successfully manage and resolve assigned cases.
- Reflects the average time it takes a worker to:
 - » Do the work required for assigned cases; and
 - » Complete non-casework responsibilities.

What is workload?

Demand

Worker
hours
needed



Supply

Worker
hours
available

Workload Versus Caseload



Caseload: Number of cases assigned to a worker at a given time.

Workload: Time it takes a worker to do what is required.

Consequences of High Workload

- Preventable turnover
- Turnover affects:
 - » Case outcomes;
 - » Cost; and
 - » Workload of remaining staff.



Benefits of Manageable Workload



- Manage organizational commitment and worker retention
- Support worker attitudes and well-being
- Achieve positive outcomes
- Improve family engagement and delivery of quality services



Practical Purposes of a Workload Study

The Workload Study Question



How many workers are needed in an agency to serve children and families in a way that meets agency standards?



Methodology

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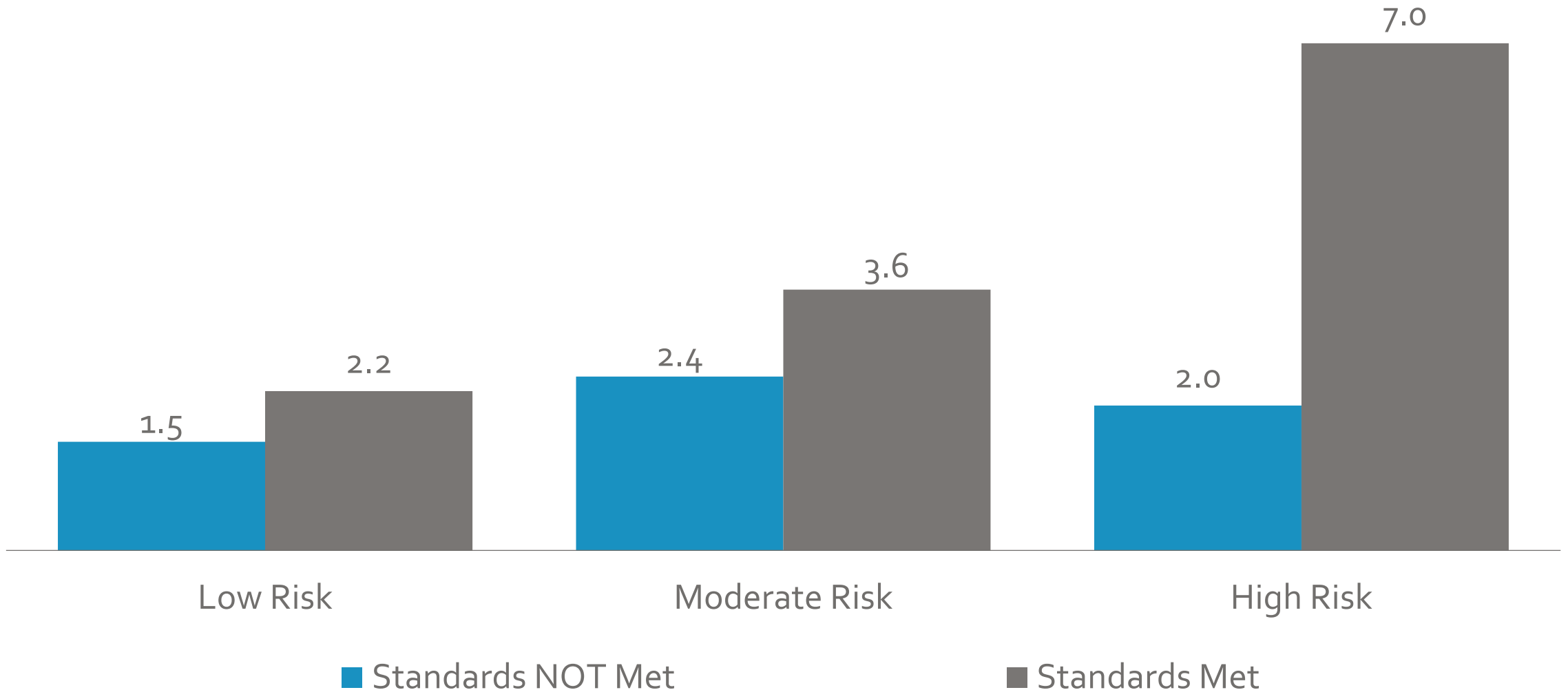


Example: Staff Hours Required to Meet Standards*

Contact Standards by Case Type	Average Hours per Month
Intake	1.4
Investigation: Type 1	18.6
Investigation: Type 2	4.9
Ongoing Service Case: Intensive Risk	10.6
Ongoing Service Case: Low Risk	4.6

*Time estimates include ONLY the sampled cases that met agency standards.

Does meeting standards make a difference in workload?



Time Available



Work Hours Per Month

173.3

Deduct

Vacation

9.2

Sick Leave

4.0

Holidays/Break Time, etc.

+ 18.0

31.2

Deduct

Case Support Time

5.5

Administrative/Training Time

+ 16.0

21.5

$$173.3 - 31.2 - 21.5 =$$

120.6 hours available per month

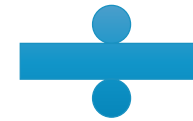
Workload Demand: Hours Required to Meet Standards

# of Cases	Class/Type	Study Estimate	Calculation	Total Hours
600	Intake	1.4 hours	$600 \times 1.4 =$	840
300	Investigation: Type 1	18.6 hours	$300 \times 18.6 =$	5,580
200	Investigation: Type 2	4.9 hours	$200 \times 4.9 =$	980
100	Ongoing Service Case: Intensive Risk	10.6 hours	$100 \times 10.6 =$	1,060
300	Ongoing Service Case: Low Risk	4.6 hours	$300 \times 4.6 =$	1,380
Total Agency Workload Demand (Hours Per Month)				9,840

Example: Workers Necessary



9,840 hours demanded



120.6 hours available per worker



82 Workers Necessary

In total, 82 full-time workers are required in order to meet agency standards.

Benefits of Prescriptive Case-Based Approach



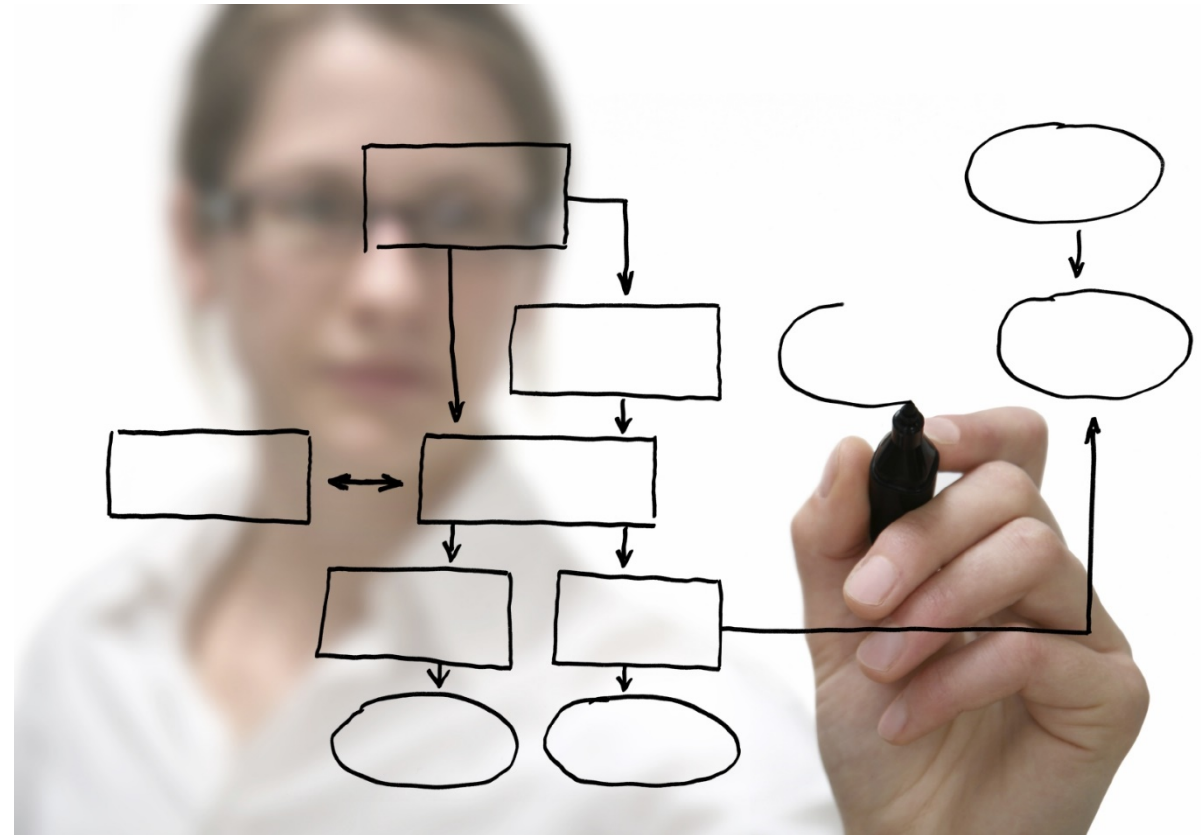
- Incorporates agency standards to determine staffing demand.
- Accurately estimates the time required to meet expectations under actual field conditions.
- Encourages positive case outcomes through realistic staffing estimates.



2015 Foster Care Workload Study

Lessons Learned

- Leave more time for staff input
- Engage private providers early on to ensure representation
- Take time to plan



Michigan's Next Steps



- Reduce caseload
- Worker relief
- System enhancements
- Policy changes
- Recruitment and retention (secondary trauma)

What is needed for a workload study?



- Case-level data
- Human resources data: Leave time, mandatory training, etc.
- Strong leadership support and communication
- Worker support and investment
- Sufficient time for planning and data collection



Thank you!

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or call (800) 306-6223