

ALASKA LEGISLATURE COMMITTEE FILES 1991-1992 8672
7378 SENATE HEALTH EDUCATION & SOCIAL SERVICES

Cheryl Frasca

September 19, 1991

4. What will be the responsibilities of the new positions?

As stated above, many of these positions will become Program Audit positions in the program audit sections of the three regions and Central Office. Other of these positions are being reclassified to provide more concentrated direct service supervision of line social workers and probation officers. Prior to this reorganization the span of supervisory responsibility for Probation Officer IVs and Social Worker IVs, the backbone of the service delivery system, has been too extensive to allow for adequate supervision of line staff.

5. What would happen if the reclasses were not approved?

If this is not approved, the reorganization requested by the Governor and directed by the Commissioner cannot take place and the Division would continue to function as it has in the past.

6. How will the Division/Department fund the increased salary cost?

The attached table depicts the projected funding transfers and revised Vacancy & Turnover percentages. At this time we would like to defer our funding transfers between components until November, 1991, by which time our actual costs will be better defined. The vacancy and turnover percentages will be analyzed and adjusted at that time.

The net result of this reorganization will be a savings of approximately \$491,400. The increased cost resulting from these reclassifications is more than offset by the deletion of the eleven mid-management positions. These savings will be used to fund badly needed direct service positions which have been kept vacant due to underfunding.

REVISED PROGRAM NO. 0620189

DATE 9/19/91

PAGE NO. 4

Mary Lou Madden

Mary Lou Madden
Budget Analyst
Division of Budget Review
Office of Management and Budget

Approved this 3rd day of Sept, 1991.

Cheryl Frasca

Cheryl Frasca, Director
Division of Budget Review
Office of Management and Budget

*2nd RP in sum of 3 needed to
fully implement program.*

RECEIVED CLASSIFICATION WORKSHEET

OCT 24 1991

FAX MEMO

PAGES 2 DATE 11/2 FAX#
 TO: Buday
 FROM: JUNEAU/ASEA
 CO: Veris
 PH# (907) 463-4949 FAX# 463-4050

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PCN	DESCRIPTION OF PERSONNEL	CODE	RNG	RECOMMENDED TITLE	NATURE OF ACTION	CODE	RNG	CBU	FLSA EXPT	LOC
✓ 06-3889	Social Wkr III	4113	16	Soc Svc Prog Off	Vacant	4136	21	SS ¹	Y	AWA'
× 06-3871	Social Wkr III	4113	16	Soc Svc Prog Off	Vacant	4135.6	21	SS ¹	Y	AWA'
× 06-3881	Pub Spec II	3607	16	Soc Svc Prog Off	Vacant	4135.6	21	SS ¹	Y	AWA
× 06-3357	Soc Wkr IV	4114	18	Juv Prob Off IV	Vacant	4359	19	SS ¹	Y	AWA
× 06-3656	Juv Prob Off II	4357	16	Juv Prob Off IV	Vacant	4359	19	SS ¹	Y	EBA'
× 06-3633	Unit Leader	7614	17	Juv Prob Off IV	Vacant	4359	19	SS	Y	JBA
× 06-3573	Youth Counselor II	7612	13	Juv Prob Off IV	Vacant	4359	19	SS ¹	Y	EBA
× 06-3874	Soc Wkr III, PPT	4113	16	Juv Prob Off IV PPT	Vacant	4359	19	SS ¹	Y	AWA'
× 06-3878	Soc Wkr IV	4114	18	Soc Wkr V	2AAC 07.155 2AAC 07.330	4115	19	SS	Y	EBA
× 06-3085	Soc Wkr IV	4114	18	Soc Wkr V	2AAC 07.155 2AAC 07.330	4115	19	SS	Y	EBA
× 06-3014	Soc Wkr IV	4114	18	Soc Wkr V	Vacant	4115	19	SS	Y	JBA
× 06-3201	Soc Svc Assoc III	4106	12	Soc Wkr V	Vacant	4115	19	SS ¹	Y	DKA
× 06-3089	Soc Wkr IV	4114	18	Soc Wkr V	2AAC 07.155 2AAC 07.330	4115	19	SS	Y	HTA
× 06-3076	Soc Wkr II	4112	14	Soc Wkr IV	Vacant	4114	18	SS ¹	Y	EBA
× 06-3954	DP Clerk I	1191	08	Soc Wkr IV	Vacant	4114	18	GG	Y	EBA'
× 06-3900	Clk Typ III	1123	08	Soc Wkr IV	Vacant	4114	18	GG	Y	AWA'
× 06-3770	Clk Typ III	1123	08	Soc Wkr IV	Vacant	4114	18	GG	Y	JBA
× 06-3713	Soc Wkr III	4113	16	Soc Wkr IV	Vacant	4114	18	GG	Y	EBA
× 06-3186	Soc Wkr V	4115	19	Soc Wkr IV	2AAC 07.155 2AAC 07.345	4114	18	SS	Y	AWA
× 06-3034	Soc Wkr III, PPT	4113	16	Soc Wkr III, PPT'	Update	4113	16	GG	Y	CYB
× 06-3789	Soc Wkr III	4113	16	Soc Wkr III	Vacant/Transfer	4113	16	GG	Y	DQA'
× 06-3617	Yth Ctr Supt I	7631	19	Yth Ctr Supt II	2AAC 07.155 2AAC 07.330	7632	21	SS	Y	JBA
× 06-3925	Clk Typ III	1123	08	Anal/Prog I''	2AAC 07.155 2AAC 07.330	1621	13	GG	N	EBA

Approved LKL 10-30-91

Effective 11-16-91

Input 11-6-91 SD

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CLASSIFICATION WORKSHEET

PCN	CURRENT TITLE	CODE	RNG	RECOMMENDED TITLE	NATURE OF ACTION	CODE	RNG	CBU	FLSA EXPT	LCC
X 06-3863	Clk Typ III, PPT	1123	08	Clk Typ III, PPT	Vacant	1123	08	GG	N	EBA ¹¹
X 06-3063	Clerk IV	1107	09	Acct Clk III	2AAC 07.155	1203	10	GG	N	EBA
					2AAC 07.330					
X 06-3114	Admin Asst II	1913	14	Admin Asst III	2AAC 07.155	1914	16	G ¹¹ 55	N	EBA C
					2AAC 07.330					
X 06-2243	Ment Hlth Clin III	5338	21	Grant Admin I ¹¹	Vacant	2269	13	GG	N	AWA

1. BARGAINING UNIT CHANGE FROM GGU TO SU.
2. TRANSFERRED FROM ANCHORAGE TO JUNEAU. ORGANIZATION CODE IS 06-01-03-01.
3. TRANSFERRED FROM ANCHORAGE TO JUNEAU. ORGANIZATION CODE IS 06-01-03-01.
4. POSITION TRANSFERRED FROM KENAI TO ANCHORAGE. ORGANIZATION CODE IS 06-02-03-22.
5. TRANSFERRED FROM KETCHIKAN TO JUNEAU. ORGANIZATION CODE IS 06-01-03-12. POSITION TYPE IS FACL. ✓
6. TRANSFERRED FROM FAIRBANKS TO ANCHORAGE. ORGANIZATION CODE IS 06-02-03-02.
7. TRANSFERRED FROM FAIRBANKS TO JUNEAU. ORGANIZATION CODE IS 06-01-03-01.
8. SOCIAL WORKER I/II/III, FLEXIBLY STAFFED. PCN 06-3034 POSITION TYPE IS FACL. ✓
9. TRANSFERRED FROM HOMER TO KENAI. ORGANIZATION CODE IS 06-02-03-15.
10. FLEXIBLY STAFFED, ANALYST/PROGRAMMER I/II ONLY.
11. TRANSFERRED FROM DILLINGHAM TO ANCHORAGE. ORGANIZATION CODE IS 06-02-03-02. POSITION TYPE IS FACL. ✓
12. PLEASE INITIATE REQUEST FOR BARGAINING UNIT CHANGE FROM GGU TO SU.
13. FLEXIBLY STAFFED, GRANT ADMINISTRATOR I/II. ORGANIZATION CODE IS 06-01-03-01.

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Approved JKH 10-30-91 Effective 11-16-91

Input 11-6-91 SF

**THE FOLLOWING PAGES MAY
NOT FILM LEGIBLY BECAUSE OF
THE POOR QUALITY OF THE ORIGINAL**

POSITIONS TO BE RECLASSIFIED												
PCN	CURRENT JOB CLASS	BUDGETED R/S	CURRENT LOCATION	CURRENT BRU	CURRENT COMPONENT	RECLASSIFIED POSITION	BUDGETED R/S	RECLASS LOCATION	RECLASS BRU	RECLASS COMPONENT	ANNUALIZED INCREASE OR DECREASE	
06-2243	MENTAL HEALTH CLINICIAN	18A	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	GRANTS ADMINISTRATION II	17A	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	-15.7	
06-3361	PUBLICATION SPECIALIST I	18A	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	PROGRAM OFFICER	21B	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	31.2	
06-3600	CLERK TYPYST II	8A	FAIRBANKS	FAMILY SERVICES	CENTRAL OFFICE	SOCIAL WORKER IV	18A	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	20.0	
06-3314	SOCIAL WORKER N	18A	FAIRBANKS	FAMILY SERVICES	IRRO	SOCIAL WORKER V	19B	FAIRBANKS	FAMILY SERVICES	IRRO	3.8	
06-3370	SOCIAL WORKER II	AC	FAIRBANKS	FAMILY SERVICES	IRRO	SOCIAL WORKER IV	18A	FAIRBANKS	FAMILY SERVICES	IRRO	24.0	
06-3364	DATA PROCESSING SPECIALIST I	AS	FAIRBANKS	FAMILY SERVICES	IRRO	SOCIAL WORKER IV	18A	ANCHORAGE	FAMILY SERVICES	SCNO	22.8	
06-3396	SOCIAL WORKER N	18D	NOME	FAMILY SERVICES	IRRO	SOCIAL WORKER V	19D	NOME	FAMILY SERVICES	IRRO	5.2	
06-3334	SOCIAL WORKER III (PART TIME)	18H	WOMEN	FAMILY SERVICES	SCNO	SOCIAL WORKER III (FULL TIME)	18H	WOMEN	FAMILY SERVICES	SCNO	28.8	
06-3373	CLERK IV	9D	ANCHORAGE	FAMILY SERVICES	SCNO	ACCOUNTING CLERK II	8D	ANCHORAGE	FAMILY SERVICES	SCNO	1.8	
06-3362	SOCIAL WORKER III	18D	ANCHORAGE	FAMILY SERVICES	SCNO	SOCIAL WORKER IV	18H	ANCHORAGE	FAMILY SERVICES	SCNO	3.7	
06-3395	SOCIAL WORKER IV	18K	ANCHORAGE	FAMILY SERVICES	SCNO	SOCIAL WORKER V	19D	ANCHORAGE	FAMILY SERVICES	SCNO	4.4	
06-3344	ADMINISTRATIVE ASSISTANT II	14F	ANCHORAGE	FAMILY SERVICES	SCNO	ADMINISTRATIVE ASSISTANT II	16C	ANCHORAGE	FAMILY SERVICES	SCNO	1.8	
06-3368	SOCIAL WORKER III	18F	ANCHORAGE	FAMILY SERVICES	SCNO	SOCIAL WORKER IV	18B	ANCHORAGE	FAMILY SERVICES	SCNO	0.0	
06-3363	CLERK TYPYST III (PART TIME)	8A	ANCHORAGE	FAMILY SERVICES	SCNO	CLERK TYPYST III (FULL TIME)	8B	ANCHORAGE	FAMILY SERVICES	SCNO	14.3	
06-3371	SOCIAL WORKER III	18F	ANCHORAGE	FAMILY SERVICES	SCNO	PROGRAM OFFICER	21B	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	12.8	
06-3378	SOCIAL WORKER IV	18M	ANCHORAGE	FAMILY SERVICES	SCNO	SOCIAL WORKER V	18K	ANCHORAGE	FAMILY SERVICES	SCNO	0.0	
06-3369	SOCIAL WORKER IV	18C	ANCHORAGE	FAMILY SERVICES	SCNO	PROGRAM OFFICER	21B	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	10.8	
06-3325	CLERK TYPYST II	8C	ANCHORAGE	FAMILY SERVICES	SCNO	ANALYST PROGRAMMER I	13A	ANCHORAGE	FAMILY SERVICES	SCNO	7.2	
06-3106	SOCIAL WORKER V	18B	JUNEAU	FAMILY SERVICES	SCNO	SOCIAL WORKER IV	18C	JUNEAU	FAMILY SERVICES	SCNO	-1.8	
06-3357	SOCIAL WORKER IV	18C	JUNEAU	FAMILY SERVICES	SCNO	JUVENILE PROBATION OFFICER IV	19C	JUNEAU	FAMILY SERVICES	SCNO	3.8	
06-3374	SOCIAL WORKER III	18B	KETCHIKAN	FAMILY SERVICES	SCNO	JUVENILE PROBATION OFFICER IV	19C	JUNEAU	FAMILY SERVICES	SCNO	52.7	
06-3301	SOCIAL SERVICES ASSOCIATE III	12A	BETHEL	FAMILY SERVICES	IRRO	SOCIAL WORKER V	19E	BETHEL	FAMILY SERVICES	IRRO	34.8	
FAMILY SERVICES BRU SUB-TOTAL											240.1	
06-3317	YOUTH CENTER SUPERVISOR I	18L	FAIRBANKS	YOUTH SERVICES	FBS YOUTH FAC	YOUTH CENTER SUPERVISOR II	21E	FAIRBANKS	YOUTH SERVICES	FBS YOUTH FAC	0.0	
06-3333	UNIT LEADER	17F	FAIRBANKS	YOUTH SERVICES	FBS YOUTH FAC	JUVENILE PROBATION OFFICER IV	19F	FAIRBANKS	YOUTH SERVICES	PROBATION SVCS	8.8	
06-3375	YOUTH COUNSELOR II	15L	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	JUVENILE PROBATION OFFICER IV	19L	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	50.8	
06-3342	ADMINISTRATIVE ASSISTANT II	14D	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	SUPPLY OFFICER II	19C	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	8.3	
06-3388	JUVENILE PROBATION OFFICER II	18L	KENAI	YOUTH SERVICES	PROBATION SVCS	JUVENILE PROBATION OFFICER IV	19K	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	11.1	
YOUTH SERVICES BRU SUB-TOTAL											57.1	
TOTAL COST FOR RECLASSIFIED POSITIONS											307.2	

POSITIONS TO BE DELETED												
PCN	JOB CLASS	BUDGETED R/S	LOCATION	BRU	COMPONENT	ANNUALIZED AMOUNT SAVED						
06-3123	REGIONAL SOCIAL SERVICES MANAGER III	21A	ANCHORAGE	FAMILY SERVICES	SCNO	-89.7						
06-3174	REGIONAL SOCIAL SERVICES MANAGER II	20F	FAIRBANKS	FAMILY SERVICES	IRRO	-78.4						
06-3017	REGIONAL SOCIAL SERVICES MANAGER I	18F	NOME	FAMILY SERVICES	IRRO	-62.7						
06-3076	REGIONAL SOCIAL SERVICES MANAGER I	19D	BETHEL	FAMILY SERVICES	IRRO	-68.8						
06-3013	REGIONAL SOCIAL SERVICES MANAGER I	20D	JUNEAU	FAMILY SERVICES	SCNO	-71.1						
06-3093	SOCIAL SERVICES FIELD ADMINISTRATOR	22A	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	-77.8						
06-3101	SOCIAL SERVICES FIELD ADMINISTRATOR	22B	JUNEAU	FAMILY SERVICES	CENTRAL OFFICE	-80.2						
FAMILY SERVICES BRU SUB-TOTAL						-544.5						
06-3470	JUVENILE PROBATION OFFICER V	22K	JUNEAU	YOUTH SERVICES	PROBATION SVCS	-61.0						
06-3462	JUVENILE PROBATION OFFICER V	22L	FAIRBANKS	YOUTH SERVICES	PROBATION SVCS	-68.4						
06-3441	JUVENILE PROBATION OFFICER V	22F	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	-75.8						
06-3487	SOCIAL SERVICES FIELD ADMINISTRATOR	22F	ANCHORAGE	YOUTH SERVICES	PROBATION SVCS	-80.7						
YOUTH SERVICES BRU SUB-TOTAL						-337.7						
TOTAL SAVINGS FOR DELETED POSITIONS						882.0						

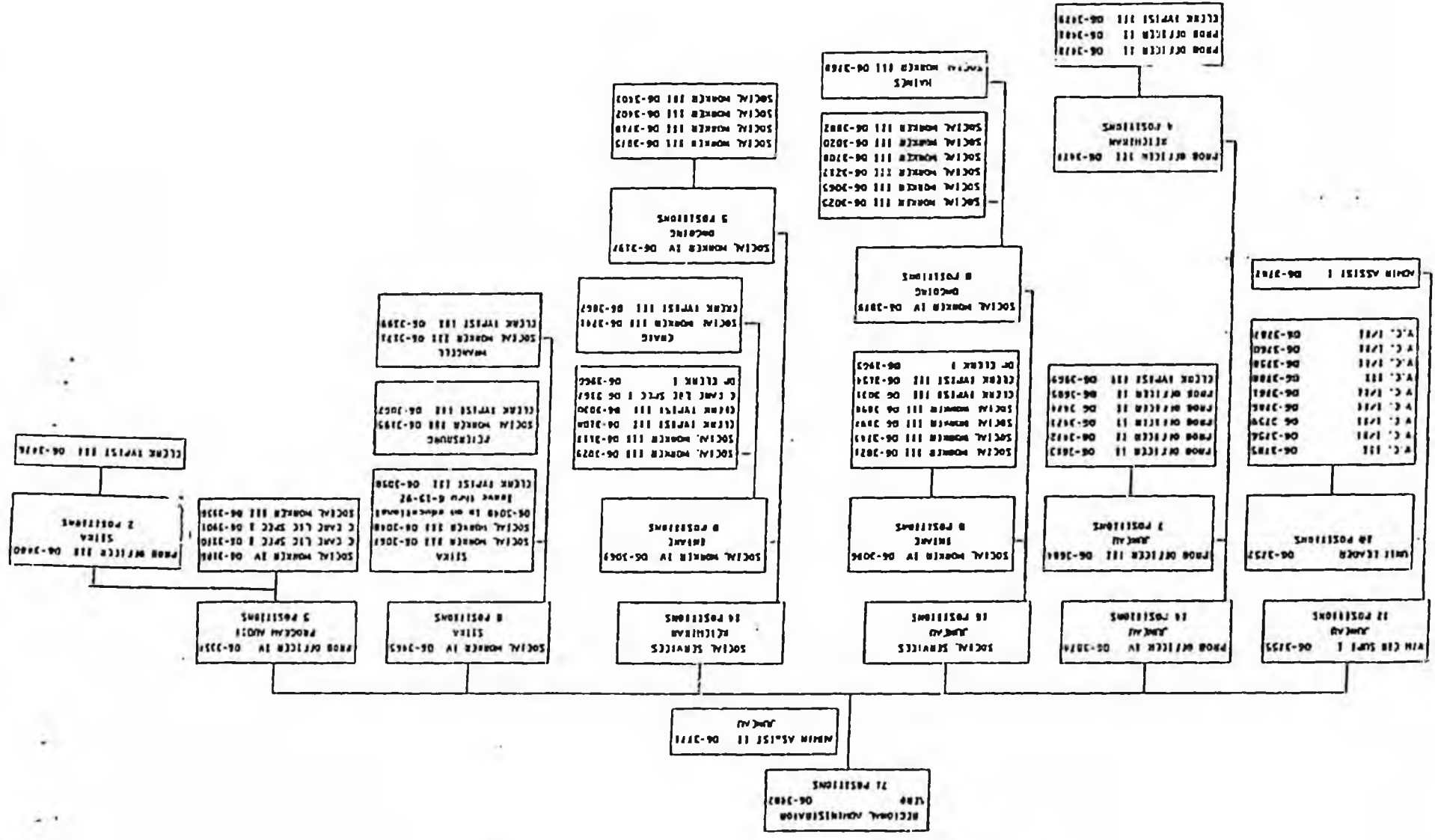
APPROVED REGIONAL ADMINISTRATOR POSITIONS												
PCN	PREVIOUS JOB CLASS	BUDGETED R/S	LOCATION	BRU	COMPONENT	RECLASSIFIED JOB DESCRIPTION	BUDGETED R/S	RECLASSIFIED LOCATION	RECLASSIFIED BRU	RECLASSIFIED COMPONENT	ANNUALIZED INCREASE/DECREASE	
06-3313	SOCIAL WORKER III	18C	ANCHORAGE	FAMILY SERVICES	SCNO	REGIONAL ADMINISTRATOR	22C	ANCHORAGE	FAMILY SERVICES	SCNO	28.8	
06-3316	SOCIAL WORKER III	18F	FAIRBANKS	FAMILY SERVICES	IRRO	REGIONAL ADMINISTRATOR	22C	FAIRBANKS	FAMILY SERVICES	IRRO	24.8	
FAMILY SERVICES BRU SUB-TOTAL											54.5	
06-3482	ADMINISTRATIVE ASSISTANT I	11Z	JUNEAU	YOUTH SERVICES	PROBATION SVCS	REGIONAL ADMINISTRATOR	22C	JUNEAU	YOUTH SERVICES	PROBATION SVCS	30.9	
YOUTH SERVICES BRU SUB-TOTAL											30.9	
TOTAL COST FOR APPROVED REGIONAL ADMINISTRATOR POSITIONS-FAMILY SERVICES BRU											85.4	
TOTAL COSTS SAVINGS											-21.1	

* PCN 3642 is proposed reclass - it is still under study

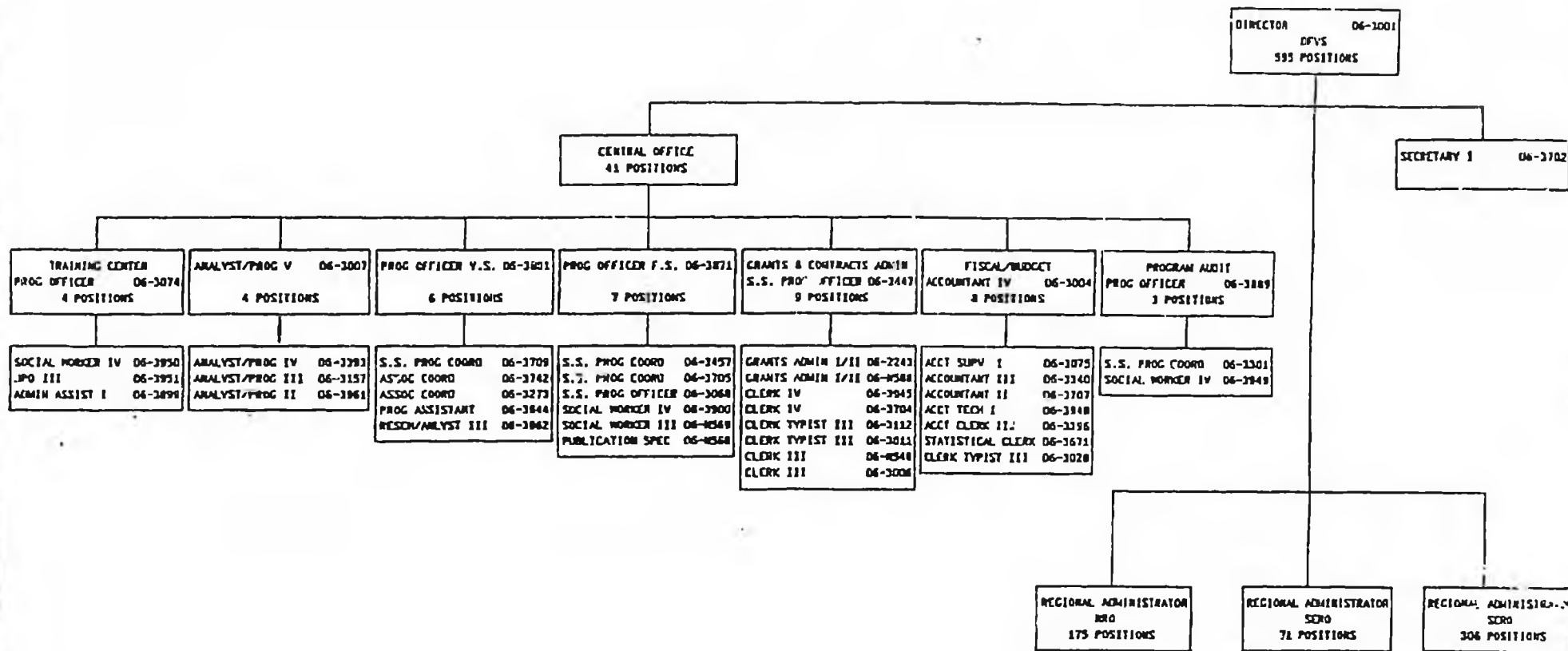
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DEPARTMENT OF HEALTH & SOCIAL SERVICES
DIVISION OF FAMILY AND YOUTH SERVICES
SMITHKESBURN REGIONAL OFFICE



DEPARTMENT OF HEALTH & SOCIAL SERVICES
 DIVISION OF FAMILY AND YOUTH SERVICES
 GENERAL OFFICE



NOV-19-91 10E 11:29

STATE OF ALASKA

WALTER J. HICKEL, GOVERNOR

DEPT. OF HEALTH AND SOCIAL SERVICES

P.O. BOX 11-05
JUNEAU, ALASKA 99811-0630
PHONE 19071 465-3170

DIVISION OF FAMILY AND YOUTH SERVICES

MEMORANDUM

DATE: September 6, 1991

TO: Theodore A. Mala, MD, MPH
Commissioner

THRU: Brian Saylor PhD, MPH *B/S*
Deputy Commissioner

FROM: *D. Olson*
D. Olson
Personnel Officer

and Michael D. Price
M. Price
Director

SUBJECT: Reorganization

In addition to the position reclassifications contained in the Type 3 Revised Program for the reorganization of the Division of Family and Youth Services it is requested that the following positions be transferred from one location to another:

<u>PCN</u>	<u>Old Class</u>	<u>Location</u>	<u>New Class</u>	<u>Location</u>
3666	JPO II	Kenai	JPO IV	Anchorage
3863	C.T. III (PT)	Dillingham	CT III (FT)	Anchorage
3789	S.W.III	Homer	S W III	Kenai
3889	S.W.III	Anchorage	Prog. Off.	Juneau
3871	S.W.III	Anchorage	Prog. Off.	Juneau
3954	D.P. Clk I	Fairbanks	S.W. IV	Anchorage
3900	C.T. III	Fairbanks	S.W. IV	Central Off.
3874	S.W. III (PT)	Ketchikan	JPO IV (FT)	Juneau

In addition the following position requires a reclass. This reclass will more accurately reflect the actual job duties currently being performed by this position.

<u>PCN</u>	<u>Old Class</u>	<u>R/S</u>	<u>New Class</u>	<u>R/S</u>
3642	Adm. Asst.II	14 D	Adm. Asst.III	16 C

The remaining reclassifications necessary to carry out the reorganization of the Division are contained in the Type 3 Revised Program.

Approved: *[Signature]*
Theodore A. Mala, MD, MPH
Commissioner

Disapproved: _____
Date *9/17/91*

*is should
not be
Amited.*

DEPARTMENT OF HEALTH & SOCIAL SERVICES
 DIVISION OF FAMILY AND YOUTH SERVICES
 REVISED PROGRAM TYPE 3 ANALYSIS
 BY COMPONENT

FILE NAME: FIM123VY2VREONG.COMP
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 PAGE 2

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POSITIONS TO BE RECLASSIFIED			COMPONENT ALLOCATION							COMPONENT ALLOCATION				
PCN	CURRENT JOB CLASS	ANNUALIZED INCREASE OR DECREASE	CENTRAL OFFICE	HRD	HMRO	SDPD	SOPO	WRO	FAMILY SVCS BRU	FYBS YOUTH FACILITY	MCLAUGHLIN YOUTH FAC	PROBATION SERVICES	YOUTH SVCS BRU	
06-2243	MENTAL HEALTH CLINICIAN	-15.7	-15.7						-15.7					
06-2881	PUBLICATION SPECIALIST I	21.3	21.3						21.3					
06-3600	CLERK TYPIST II	20.0	20.0						20.0					
06-3014	SOCIAL WORKER IV	5.8		5.8					5.8					
06-3720	CLERK TYPIST III	24.0		24.0					24.0					
06-3864	DATA PROCESSING CLERK I	22.8		33.6			54.8		22.8					
06-3098	SOCIAL WORKER IV	5.2			5.2				5.2					
06-3054	SOCIAL WORKER III (PART TIME)	28.8						28.8	28.8					
06-3063	CLERK IV	1.8						1.8	1.8					
06-3278	SOCIAL WORKER III	3.7						3.7	3.7					
06-3088	SOCIAL WORKER IV	6.4						6.4	6.4					
06-3114	ADMINISTRATIVE ASSISTANT I	1.8						1.8	1.8					
06-3713	SOCIAL WORKER III	0.0						0.0	0.0					
06-3660	CLERK TYPIST III (PART TIME)	14.3						14.3	14.3					
06-3071	SOCIAL WORKER III	12.6	71.1					64.5	12.6					
06-3078	SOCIAL WORKER IV	0.0						0.0	0.0					
06-3059	SOCIAL WORKER IV	10.8	71.1					60.3	10.8					
06-3225	CLERK TYPIST III	7.8						7.8	7.8					
06-3104	SOCIAL WORKER V	-1.8				-1.8			-1.8					
06-3087	SOCIAL WORKER IV	3.8				3.8			3.8					
06-3074	SOCIAL WORKER III	52.7				52.7			52.7					
06-3201	SOCIAL SERVICES ASSOCIATE III	39.8						39.8	39.8					
FAMILY SERVICES BRU SUB-TOTAL			249.1	187.8	-4.0	52	54.8	-14.3	38.8	249.1				
06-3817	YOUTH CENTER SUPERINTENDENT I	0.0								0.0			0.0	
06-3833	UNIT LEADER	8.8							-8.0			75.8	8.8	
06-3025	YOUTH COUNSELOR II	30.9									-81.7	82.8	30.9	
06-3842	ADMINISTRATIVE ASSISTANT II	8.3										8.3	8.3	
06-3808	JUVENILE PROBATION OFFICER II	11.1										11.1	11.1	
YOUTH SERVICES BRU SUB-TOTAL			57.1						-8.0		-81.7	183.8	57.1	
TOTAL COST FOR RECLASSIFIED POSITIONS			338.2	187.8	-4.0	52	54.8	-14.3	38.8	249.1	-8.0	-81.7	183.8	57.1

POSITIONS TO BE DELETED														
PCN	JOB CLASS	ANNUALIZED AMOUNT SAVED												
06-3123	REGIONAL SOCIAL SERVICES MANAGER III	-65.7							-65.7					
06-3124	REGIONAL SOCIAL SERVICES MANAGER II	-78.4		-78.4										
06-3017	REGIONAL SOCIAL SERVICES MANAGER I	-92.7			-92.7									
06-3076	REGIONAL SOCIAL SERVICES MANAGER I	-90.6						-90.6						
06-3015	REGIONAL SOCIAL SERVICES MANAGER II	-71.1				-71.1								
06-3058	SOCIAL SERVICES FIELD ADMINISTRATOR	-77.8	-77.8											
06-3701	SOCIAL SERVICES FIELD ADMINISTRATOR	-80.2	-80.2											
FAMILY SERVICES BRU SUB-TOTAL			-566.3	-157.8	-78.4	-92.7	-71.1	-90.7	-90.8	-566.3				
06-3400	JUVENILE PROBATION OFFICER V	-81.0										-81.0	-81.0	
06-3682	JUVENILE PROBATION OFFICER V	-64.4										-64.4	-64.4	
06-3641	JUVENILE PROBATION OFFICER II	-75.8										-75.8	-75.8	
06-3487	SOCIAL SERVICES FIELD ADMINISTRATOR	-60.7										-60.7	-60.7	
YOUTH SERVICES BRU SUB-TOTAL			-333.7							0.0	0.0	-333.7	-333.7	
TOTAL SAVING FOR DELETED POSITIONS			-822.0	-157.8	-78.4	-92.7	-71.1	-90.7	-90.8	-566.3	0.0	0.0	-333.7	-333.7

APPROVED REGIONAL ADMINISTRATOR POSITIONS														
PCN	PREVIOUS JOB CLASS	ANNUALIZED INCREASE/DECREASE												
06-3215	SOCIAL WORKER III	29.8							29.8					
06-3216	SOCIAL WORKER III	24.9			24.9									
FAMILY SERVICES BRU SUB-TOTAL			54.5	0.0	24.9	0.0	0.0	-9.8	0.0	54.5				
06-3462	ADMINISTRATIVE ASSISTANT I	39.9										39.9	39.9	
YOUTH SERVICES BRU SUB-TOTAL			39.9							0.0	0.0	39.9	39.9	
TOTAL COST FOR APPROVED REGIONAL ADMINISTRATOR POSITIONS			94.4	0.0	24.9	0.0	0.0	29.8	0.0	54.5	0.0	0.0	39.9	39.9
TOTAL COSTS SAVINGS			-307.2	10.0	-87.5	-87.5	-18.5	-63.4	-8.8	-254.7	-8.0	-81.7	-110.0	-236.7

	FY82 V&T %	FY83 V&T %	FY84 V&T %	FY85 V&T %	FY86 V&T %	FY87 V&T %	FY88 V&T %	FY89 V&T %	FY90 V&T %	FY91 V&T %
FY82 V&T %	7.28%	5.28%	8.73%	4.17%	8.18%	2.45%	8.307%	0.202%	4.873%	5.044%
V&T \$	178.4	170.5	4.1	85	803.3	31.4	1082.7	100.8	339.8	254
V&T ADJ'S	188.4	115	-63.4	78.5	581.8	-18.4	878	38.8	278.1	124
NEW V&T	7.88%	3.48%	-14.83%	3.47%	7.47%	-1.44%	4.823%	1.851%	4.873%	3.102%

NOTE: ABOVE NEGATIVE VACANCY AND TURNOVER PERCENTAGE WILL BE REVISED IN NOVEMBER WHEN FUNDING IS TRANSFERRED.

* PCN 3642 is proposed reclass - it is still under study

STATE OF ALASKA

DEPT. OF HEALTH AND SOCIAL SERVICES

DIVISION OF FAMILY AND YOUTH SERVICES

WALTER J. HICKEL, GOVERNOR

P.O. BOX H-05
JUNEAU, ALASKA 99811-0630
PHONE: (907) 465-3170

MEMORANDUM

DATE: August 16, 1991

TO: Theodore Mala, MD., MPH
Commissioner

THRU: Brian Saylor, PhD., MPH
Deputy Commissioner

FROM: Michael L. Price
Director

SUBJECT: Consultant's Reports

Attached are the following three reports submitted by Dave Arnold:

1. General Management Issues of DFYS
2. Review of complaints regarding sexual abuse of seven foster children in Anchorage, and
3. Review of Complaints regarding physical abuse in the closed treatment unit at MYC.

Concerning the first report, Mr. Arnold was specifically asked to conduct an informal, time limited survey of DFYS staff to elicit their comments concerning DFYS programs and administration. In order to obtain candid remarks, he advised those he interviewed that their names would not be used. In a more formal management report, this would probably not be an appropriate methodology.

After interviewing staff, and reviewing past various reports, he was instructed to provide a summary report of his findings and to make recommendations for correcting problems in the system he found.

The second two reports were added due to a number of complaints I had received. I felt it was extremely desirable to have some recommendations concerning these matters.

ARNOLD CONSULTING

P.O. BOX 72, SP 104
EGLDOTNA, AK, 99569
PH (907) 283-7928

Michael L. Price
Director
Division of Family and Youth Services
P.O. Box 110530
Juneau, Ak. 99811-0630

Dear Mr. Price:

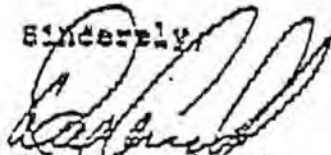
I have completed and enclosed the time limited review you requested concerning:

1. General Management Issues of DFYS
2. Review of complaints regarding sexual abuse of seven foster children in Anchorage, and
3. Review of Complaints regarding physical abuse by staff in the closed treatment unit at McLaughlin Youth Center.

The review of the allegations of sexual abuse in the foster home was abbreviated due to the time limited nature of the assignment. I did not feel that there was sufficient time to conduct a thorough investigation into this matter, and recommend that a more complete review be considered.

If I can be of any further assistance to you, please do not hesitate to contact me.

Sincerely,



Dave Arnold
Management Consultant

CORRECTION

**THIS DOCUMENT
HAS BEEN REPHOTOGRAPHED
TO ASSURE LEGIBILITY**

STATE OF ALASKA

DEPT. OF HEALTH AND SOCIAL SERVICES

DIVISION OF FAMILY AND YOUTH SERVICES

WALTER J. HICKEL, GOVERNOR

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PHONE: (907) 465-3170

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Reports by Dave Arnold, Consultant

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- Appendix B - P & P 1807 Police Investigation and Assistance
- Appendix C - P & P 315 Institutional Administrative Investigation
- Appendix D - P & P 907 Resident Management
- Appendix E - Training Summaries on MYC CTU staff (13)
- Appendix F - Interim Letter No. 1, MYC, to Commissioner Munson from Jim Griffith, Audit Manager, Division of Budget and Audit
- Appendix G - Letter of Response to Interim Letter No. 1, from Commissioner Munson to Jim Griffith
- Appendix H - Memo from Randall Hines to Dean Dixon on P & P 907
- Appendix I - Letter of Instruction from Buhite to Morris
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- Appendix L - Reports of Complaint by resident MYC

ARNOLD CONSULTING

P.O. BOX 72, SP 104
SOLDOTNA, AK, 99669
PH (907) 283-7228

Michael L. Price
Director
Division of Family and Youth Services
P.O. Box 110530
Juneau, Ak. 99811-0630

Dear Mr. Price:

I have completed and enclosed the time limited review you requested concerning:

1. General Management Issues of DFYS
2. Review of complaints regarding sexual abuse of seven foster children in Anchorage, and
3. Review of Complaints regarding physical abuse by staff in the closed treatment unit at McLaughlin Youth Center.

The review of the allegations of sexual abuse in the foster home was abbreviated due to the time limited nature of the assignment. I did not feel that there was sufficient time to conduct a thorough investigation into this matter, and recommend that a more complete review be considered.

If I can be of any further assistance to you, please do not hesitate to contact me.

Sincerely,



Dave Arnold

Management Consultant

I. INTRODUCTION

This was an informal time limited review to assess the program and line management systems within the Division with an emphasis on Youth Services. Specifically, it examined operational programs in institutional, intake and field services, and organizational issues.

The goal of this study was to review the findings of different reports, share people's perspectives, and make recommendations on possible changes and techniques for more efficient management.

II. METHODOLOGY

The design of this study was divided into three parts consisting of:

- A. A review of:
 - a. Legislative Audits & Reports since 1-1-87
 - b. Ombudsman's Reports since 1-1-87
 - c. Internal Management Reports since 1-1-87
 - d. Legislative Reports since 1-1-87
 - e. Numerous DFYS publications over the past ten years.
 - f. Budget reports
 - g. Procedural manuals
 - h. Other state organizational structures.

- B. Informal interviews with management and line staff with the major focus on the three regional areas of Juneau, Anchorage, and Fairbanks where the prominent resources and program needs are located. Other staff in Kenai and Nome were also interviewed as well as different community groups in all these areas.

In order to assure candid responses to questions and elicited comments, all those individuals interviewed were promised anonymity.

- C. Making management and program recommendations based on the findings of the above two parts.

III. RECOMMENDATIONS

Normally recommendations are provided at the end of a report; however, I chose to place them in this order for expediency in reading this report. The basis and justification for these recommendations is provided in the next section entitled Observations.

1. Mission of the Division

A clear mission statement of the Division is imperative. The public, as well as staff need to have a clear understanding of our function.

The orientation of DFYS has been one of a social welfare system, which does not appropriately reflect the primary mandate of child protection. Due to community pressures and regional political interests, the child protection system is diluted and consequently does not function adequately. Because of this, DFYS operates in what one report described as a "constant state of crisis", with the staff spending time "putting out fires", leaving little time left for good casework and planning.

The supervisors in SCRO explained that they do child welfare, not just child protective services. They are staffed as a CPS unit yet are forced by political and public pressure to do more. Youth Corrections defines a narrow corridor and Family Services has to "pick up the rest".

During the first term of the current director, a strong emphasis was placed on reduction of out-of-home placements through diversion programs and home-based services. Emphasis on the family unit was primary. During the past four years this direction has almost been completely reversed. One example of this is the disbanding of home-based service units.

Diversion and focus on in-home services should be reemphasized in both Youth Corrections & Family Services Intake. The Division should discontinue its policy of reliance on out-of-home services.

2. Case Management System

The Case Management System is an integrated system composed of the following four components:

- a. Classification - the assessment of risk to children from the actions of caretakers and the assignment of a level of service based on the risk assessment;
- b. Case Management - the provision of service to reduce the level of risk to the child. Elements include case planning, monitoring and reassessment of risk and service level;
- c. Workload Accounting - the measurement of time required to meet the minimum standards of service to clients, and the amount of time available to provide that service; and
- d. Management Information System - the collection, organization and reporting of the information provided by the above three components to allow more effective management of existing resources.

In 1986, DFYS embarked on a program of training and information aimed at creating a case management system. Over the next year many hours were spent in training of staff and organization of this system. During the past four years, the Administration has placed less emphasis on case management and more on crisis management, which has resulted in the inefficient use of the case management system. This has led to complaints of "increased paperwork, lack of administrative support, and lack of proper utilization of computers".

Critical to the case management system, once appropriately instituted, is the audit system. In Family Services, this audit system is non-functional. In Youth Services it is in place and functioning reasonably well.

An integral element of the case management system is proper understanding and utilization of the audit procedure. Proper use of this procedure is to have consistent supervisory tracking of the progress of a case from its inception, using a well developed and well executed case plan. Comments such as "we never close cases", and "we keep children in the system too long" are indicative of a poorly utilized audit system.

An assessment of the six month case review and the case audit system needs to be made. There seems to be much confusion as to the function each review fulfills, and in some cases they are seen as one review. The six-month case reviews and the case audit system are two separate systems, and should be kept separated.

It is recommended that a renewed emphasis be placed on the case management system. Staff will need training in order to understand and implement it.

Programs concerning working with adults, licensing, long term treatment and counseling should be examined for possible contracting to a private agency. These programs are time consuming and utilize needed staff required to fulfill the Division's primary function.

3. Organizational Structure

The manner in which the DFYS has been organized has been an evolutionary process. It has undergone many changes throughout the years. Currently there are two Social Services Field Administrators, one Youth Corrections Field Administrator, five Regional Social Services Managers, and three Youth Corrections Regional Administrators.

This has proven to be an ineffectual, burdensome, top heavy structure which has led to a fracturing of services to our clients. It has contributed to a duplication of program activities, overlapping areas of supervision, and inefficient usage of resources.

I recommend consolidation of the upper management structure. Any structural change should contribute to more consistency in program delivery statewide and possibly allow a reallocation of resources to be used at the direct delivery line level.

It is recommended that the first line supervisors be limited to a maximum of six professional staff to supervise and that they not be responsible for direct service delivery. Currently, some are supervising more than six, and in some areas are even carrying a case load in addition to their supervisory duties.

A personnel study was conducted to restructure the Social Worker series. It is recommended that this study be reviewed and implemented. It would align the series with the Probation Officer series. For both the Probation Officer and Social Worker series, there should be two professional levels of workers. Qualified workers should be hired only at the first level. The second level would be filled by those with specified training and experience. The present system hires all the qualified positions at the top levels (Probation Officer II, and Social Worker III). This has the effect of being a "dead end" position, and the only way to advance is to enter the supervisory ranks.

The Social Services Associate series should be retained as it promotes minority hire, especially for Alaska Natives. Particular efforts toward this goal should be made in the "bush" areas.

IV. OBSERVATIONS

The following is a summary representing problems universally identified in the various reports and documents reviewed, and by individuals who were interviewed.

A recent publication of the Department of Health and Social Services, INTO THE '90S: The Strategic Plan for Service to Alaska's Families Children and Youth, noted:

In a more recent survey of DFYS staff (May 1990) over 75% of the respondents selected personnel or workload issues when asked to describe the major issues facing DFYS today. Inadequate levels of staffing, high rates of staff turnover, low morale, insufficient training, and the failure to involve staff from all levels in decision-making were frequently mentioned...

DFYS also is perceived by its employees, its contractors and the public as an agency which does not have an even flow of communication...

Personnel Problems

According to Steve Wilson, DFYS Training Director, the overall State line Social Worker "turnover" averages 42% per year. In one local office, Juneau, 25 staff were hired for 18 positions during an 18 month period.

During the interviews for this review, I found a continuing theme that is reflected above. Most staff had an ambivalent attitude toward organizational change. They were very anxious about their jobs, especially the supervisors. Overall, both in the Youth Corrections and Family Services groups there was concern and some anxiety about what was going to happen, who would bump whom and how their

jobs would change. There was a great deal of suspicion about the motives of the present Administration.

Paperwork

In all the regions, there were complaints about the increased amount of paperwork with very little visible benefit to the worker. Another consistent complaint was the cumbersome Family Services manual. Workers state that they don't have time to read it while the complaining public reads it and "catches" them in errors of procedure.

Many of the staff reported that paperwork should be integrated into the existing computer based management system. There were comments such as "Paperwork keeps us from doing our job," there has been "three times the paperwork in the last four years, and "we need a study about paperwork". The computer system, which is supposed to reduce the amount of paperwork is not meeting the needs of the Division. The natural outcome is that the computer becomes a burden instead of an asset to the caseworker.

The probation officers, especially in SCRO, complained about increased amounts of paperwork that did not help them in their job, and lack of resources and placement opportunities for their clients.

Intake

It was noted in all three regions that there were inter-office reorganizations which de-emphasized intake, in spite of the fact that this is an area in which the major part of diversion from the system can occur if handled by experienced, competent staff. A review of the ombudsman's complaints as well as the Legislative Budget and Audit reports indicates that the majority of complaints fall in this area.

New workers are often assigned to an Intake unit with the predictable result of poor decisions being made at the most critical stages of intervention, families not being well served, and adverse publicity. This practice contradicts recommendations of leading authorities who state that an agency must have their most experienced workers in the Intake and Screening phases of intervention.

In Fairbanks, Juneau, and Anchorage, the CPS Intake units have high burnout rates, causing high staff turnover. This results in new, inexperienced staff continually being placed in these units, due to the current practice.

Staff Evaluation

Throughout the state there was very little evidence that staff evaluations were based upon standards of performance. Almost all the supervisors interviewed still don't use the evaluation as a training tool. In many cases, the performance evaluation is not discussed until the point at which it is due. The evaluation

process should start by reviewing the standards of performance the first week of the evaluation period, and then use these standards to measure progress during regularly scheduled conferences between supervisor and caseworker.

Family Services/Youth Corrections

There is a considerable discrepancy in the manner cases are handled from region to region, both within Family Services & Youth Corrections and between the two services. In some areas there is evidence of lack of cooperation and even competition between FS & YC for shared resources. This is clearly a reflection of a poor management system in which more congruent management is needed.

The differences between probation officers and social workers in small offices was a concern. Family Services has SW III (range 16) in small offices while probation staff has a P.O. III (Range 18). Family Services staff especially in SCRO, feel that this is inequitable as SW III's have demonstrated that they can handle the offices and should be paid at the same rate as their counterpart in Youth Corrections.

Management

The reports vaguely addressed the problems with staff-managements communications. There was a good deal of concern about "No one being held accountable--a lot of people make (casework) decisions" and that "Central Office shouldn't get involved in casework". There was almost universal agreement that there were no clear lines of authority as reflected in the statement "We are never sure who is making the decisions."

Many of the reports recommended that more authority of supervisory staff needs to be established with concomitant accountability. In some offices the supervisors were supervising a higher number of social workers than is optimal. Also, some supervisors were carrying a client caseload, which decreased their ability to properly supervise other workers.

Basically, poor management over the past four years was seen as more of a problem than lack of resources. Most everyone agreed that more money, staff and resources would enhance service delivery, but when faulty management exists, more staff and funds can compound an existing problem. One of the identified problems relating to poor management is an extremely high staff turnover in the Juneau Family Services Field office as well as in other offices. There was also a feeling especially in SERO and CO, that management embraced a "top down style", which resulted in poor morale.

One indication of poor management and resource development is the fact that there is only one state car in the Fairbanks Family Services office. This requires staff to use their own cars. This complaint was echoed in all three regions.

The reports suggested that caseloads need to be realistic and the goals attainable. The system needs to look at the basic functions the Division can accomplish and do them well. This was echoed by the statement from staff that "administration needs to educate the public as to what we do".

Case Management System

Case management is not used as the effective management tool it can be. Comments such as "We keep custody too long", and "we don't close cases" is reflective of inadequate implementation of the case management system. This was especially articulated by the SERO and CO staff.

Many of the complaints which the reviews were addressing were the result of faulty casework practices such as a lack of defined procedures, poorly constructed case plans, and unsatisfactory documentation.

The initial impression when reviewing the reports is that the individual offices are lacking in basic casework practices, such as intake assessments, case management, the development of case plans, adequate documentation, and overall maintenance of the case file.

The Family Services staff in NRO feel like the case management system was not implemented properly and did not have the "high level support it needed to make the system work". They believe there is minimal support from the top, workers feel threatened and administrators tend to meddle and not mend.

The director of Hospitality House, in the Northern Region was interviewed. She noted that Youth Services has more structure and less discretion by the caseworker than does Family Services. Youth Corrections work within a given program, and boundaries are more clearly defined; Family Services staff are not sure exactly what they can or can't do.

There seemed to be a misunderstanding concerning the audit system. It seems to be confused with the six month review, which is a citizen review, with the RSSM chairing the meeting and the assigned caseworker presenting the case. Where the system does seem to be understood, one supervisor in NRO felt that there was staff resistance to formal case audit techniques. (NRO)

The Fairbanks Region Youth Services appears to be the only Region consistently and appropriately using the case audit system.

Training

There was reflected in all the reviews a continued need for staff training. With the establishment of the training center, this situation is being addressed.

Much time is spent training in the Division. All staff interviewed had attended training in the last year. Some had attended as much as ten formal sessions. They generally spoke well of the training center in Fairbanks, and although the Center was in Fairbanks, the training was usually held within the various regions. Some supervisors in SERO commented that the training caused them to be short staffed on occasion.

Many of the supervisors have less than one year's supervisory experience and because of

work demands, there has not been time to train them effectively.

The Training Center for the Division is located in the same office building as the Northern Region and Fairbanks District Office. The supervisor is very enthusiastic about the program. The staff have extensive experience in the field and provide training in the individual office locations throughout the state when possible. They use a "competency base" to determine training needs and focus, which results in job related training.

The supervisor noted that the first several years the training center was in existence, it was organized and provided training for Family Service workers only. This was mandated by the director at that time. They are now providing management training to Youth Corrections managers and supervisors, and are developing a training curriculum for Probation Officers. There are no current plans to provide training for institutional staff.

McLaughlin Youth Center-Fairbanks

The major problem at McLaughlin Youth Center is the slow response to the capital improvements. During accreditation, the program section of MYC was not accredited due to fire safety violations. These were outlined and monies appropriated eight years ago. The capital construction has been a slow process. The staff complained about the cumbersome capital projects procedure and the departmental staff that were in charge of this area. If the responsibility for administration was on a regional basis, this problem would not exist.

The Fairbanks Youth Facility seems to be operating well, Staff morale is high and turnover is low. The training packets were up to date and no complaints about the facility were noted.

The Probation Intake Units

There was a great deal of concern expressed with the Judicial system. Cases may take eight months from Intake to final disposition as juvenile cases are given a low priority. They recommend that one Juvenile Court judge be appointed to hear cases. At present, all the judges hear cases and there is little consistency. As noted in other regions, the automated case management system is being inefficiently utilized.

SUMMARY

There have been a wide range of problems and a number of recommended solutions to these problems identified in this report. The major problems have been ineffective management rather than lack of resources; poor organizational structure; lack of a clearly defined mission statement; lack of support for the Case Management System; and insufficient training, poor implementation of policies and procedures; and finally a lack of program auditing. I believe these problems can be remedied first by an immediate restructuring of the organization and a consolidation of regions. A clear and definitive mission statement needs to be developed, and there should be a re-emphasize on the Case Management System, which includes the significant upgrading of the Management Information System.

EN 610441

STANDARD AGREEMENT FORM

1. Agency Contract Number 069399	2. AUP# Number 0691-134	3. Financial Coding	4. Agency Assigned Encumbrance Number
5. Vendor Number	6. Alaska Business License Number		
7. Department of Health & Social Services Division of Family and Youth Services			
8. Vendor: David Arnold Mailing Address: Box 300, Kodiak, Alaska City: Anchorage AR# 99502			
9. ARTICLE 1. Approvers: Approvers referred to in this contract and attached to it are considered part of it. ARTICLE 2. Performance of Services: 2.1 Appendix A (General Provisions), Articles 1 through 14, governs the performance of services under the contract. 2.2 Appendix B sets forth the liability and insurance provisions of this contract. 2.3 Appendix C sets forth the services to be performed by the contractor. ARTICLE 3. Period of Performance: The period of performance for this contract begins <u>May 22, 1991</u> and ends <u>June 30, 1991</u> . ARTICLE 4. Consideration: In full consideration of the contractor's performance under the contract, the State shall pay the contractor a sum not to exceed \$ <u>5,000</u> in accordance with the provisions of Appendix D. 4.2 When billing the State, the contractor shall refer to the Agency Contract Number and send the billing to: 10. Department of Health & Social Services Mailing Address: P.O. Box 11, Juneau AK 99811-0630 Attention: Jackie Denton			
11. Name of Firm David Arnold		13. CERTIFICATION: I certify that the facts herein and on supporting documents are correct, that the voucher committes a legal charge against funds and expenditures cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that knowingly making or allowing a false or erroneous or a false record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.60.015 - 020. Other disciplinary action may be taken up to and including dismissal.	
12. Signature of Authorized Representative <i>David Arnold</i> Typed or Printed Name of Authorized Representative DAVID E. ARNOLD Title Employer/ID No. (EIN) or SSN 541-40-7645		Signature of Head of Contracting Agency or Professional Officer <i>Jackie Denton</i> Typed or Printed Name of Authorizing Official Theodore A. Mala, MD, MPH Title Commissioner	
14. Department/Division HESS / DEYS Date 5/21/91		Date 5/21/91	
15. Signature of Principal <i>Michael J. Price</i> Typed or Printed Name of Project Director Michael J. Price Title Director		Typed or Printed Name of Authorizing Official Theodore A. Mala, MD, MPH Title Commissioner	

04-093 (07/89) NOTICE: This agreement has no effect until signed by the head of contracting agency or designee.

APPENDIX C

Under this contract Dave Arnold agrees to provide the Division of Family and Youth Services with an immediate assessment of the Youth Correction Program and Administration. This assessment is to include the following:

1. An assessment of the current status of the following documents as they relate to Youth Corrections:
 - a. All Legislative Audits since 1-1-87
 - b. All Ombudsman's Reports since 1-1-87
 - c. All Internal Management Reports since 1-1-87
 - d. All Legislative Reports since 1-1-87
2. Review the program and line management systems within the Division with an emphasis on Youth Services, to examine duplication of program and overlapping areas of supervision. Make recommendations on possible changes and techniques for more efficient management where necessary.
3. Specifically look at the institutional, intake and field services, examine operational programs and make recommendations in future planning and organization.
4. Look at organizational issues facing the Division and make a basic analysis of methods to implement positive changes within the problem areas identified.
5. Provide the Division with a written report of the information garnered listing the major problems identified and recommendations for solving these problems. The report is to be in a summary format.

APPENDIX D

FINANCIAL CONSIDERATION

1. The contractor shall maintain financial records for work performed under this contract for audit review.
2. Professional fees for the project will not exceed \$5000 and are to be itemized. This includes a daily rate of \$400.00 for consultation.
3. Travel food and lodging are to be based on actual costs with receipts required for any costs over \$15.
4. Other costs such as secretarial, printing, telephone and other expenses are to be itemized.
5. An initial payment of \$2500 will be made upon execution of the contract.
6. Detailed monthly billings are to be forwarded to the Division for payment with the initial expenses to be billed against the first payment of \$2500.
7. A final payment of \$500 or 10% of the contract award will be made upon completion of the contract services and approval of the Division.
8. This contract will not exceed \$5000. The contractor shall cover all expenses relating to this contract from the total award. No additional expenses may be claimed.
9. The contractor shall submit a final report to the Division no later than 45 days following the end of the contract period.
10. It is understood and agreed that the Division may withhold payment at any time the contract fails to perform as required under Appendix C of this contract.
11. No part of the State funds paid under this contract shall be used for the purpose of lobbying activities.

SENT BY: OFYS CENTRAL OFFICE

3-14-91 4:22PM

8074853190

208 233 5404 B 2

SN 15 0-57

STANDARD AGREEMENT FORM

FAX 907 465-3191

1. Agency Contract Number	2. ASFS Number	3. Fiscal Coding	4. Agency Assigned Encumbrance Number
111	0691-125		
5. Vendor Number	6. Alaska Business License Number		

7. Department of Health & Social Services Division Family & Youth Services

8. and Frank Dalley

Mailing Address Street or P O Box City POCCELLO State 2A + 4
P.O. 3214 POCCELLO ID 03209

ARTICLE 1. Appendix A Appendices referred to in this contract and attached to it are considered part of it.

ARTICLE 2. Performance of Services:
 2.1 Appendix A (General Provisions), Articles 1 through 14, governs the performance of services under this contract.
 2.2 Appendix B sets forth the health and insurance provisions of this contract.
 2.3 Appendix C sets forth the services to be performed by the contractor.

ARTICLE 3. Period of Performance, 390 period of performance for the contract begins March 15, 1991 and ends June 30, 1991

ARTICLE 4. Considerations:
 4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed \$ 5,000 in accordance with the provisions of Appendix D.
 4.2 When doing the work, the contractor shall refer to the Authority Number or the Agency Contract Number and send the billing to:

10. Department of Health & Social Services

Mailing Address Box # Jurney, AK 99811-0630

Attention: Yachia Danner

11. Name of Firm CONTRACTOR

Frank Dalley FD

Signature of Authorized Representative Frank Dalley Date 3/15/91

Type or Printed Name of Authorized Representative FRANK DALLEY

The A/PROFESSOR/ Employer ID No. (EIN) or SSN 518-32-4500

12. Department/Division HEALTH & SOCIAL SERVICES Date 3/15/91

Signature of Project Director Michael J. Priel Type or Printed Name of Authorizing Official Brian Sawyer

Type or Printed Name of Project Director Michael J. Priel Title Deputy Commissioner

This Director Date 3/15/91

NOTICE: This contract has no effect until signed by the head of administrative agency

ARTICLE 16

Subject to the availability of spending authority to the Department of Health and Social Services to fund this contract and, provided such spending authority is not revoked, rescinded, reduced or withheld, \$5,000 will be the total amount of this contract. The Department will promptly provide the contractor written notice if funding under this contract is revoked, rescinded, reduced, or withheld, and the effective date of such action.

APPENDIX C

Under this contract the University of Idaho in the person of Frank Dailey agrees to provide the Division of Family and Youth Services with a management/program survey of the following:

1. An assessment of the current status of the following documents:
 - a. All Legislative Audits since 1-1-87
 - b. All Ombudsman's Reports since 1-1-87
 - c. All Internal Management Reports since 1-1-87
 - d. All Legislative Reports since 1-1-87
2. A comparison of the delivery of services in rural Alaska using the specific BRU components for Native Non-Profits vs the state system.
3. Recommendation on the delivery of services and the management of the Division as seen by Division Administrative/Management Staff, Supervisory Staff and Line Workers.
4. Recommendation on the delivery of services and the management of the Division as sampled by clients, provider groups, advocacy groups and constituents.
5. Provide the Division with a written report of the information garnered listing the major problems identified and recommendations for solving these problems. The report is to be in a summary format.

APPENDIX D

FINANCIAL CONSIDERATION

1. The contractor shall maintain financial records for work performed under this contract for audit review.
2. Professional fees for the project will not exceed \$5000 and are to be itemized.
3. Travel, food and lodging are to be based on actual costs with receipts required for any costs over \$15.
4. Other costs such as secretarial, printing, telephone and other expenses are to be itemized.
5. An initial payment of \$2500 will be made upon execution of the contract.
6. Detailed monthly billings are to be forwarded to the Division for payment with the initial expenses to be billed against the first payment of \$2500.
7. A final payment of \$500 or 10% of the contract award will be made upon completion of the contract services and approval of the Division.
8. This contract will not exceed \$5000. The contractor shall cover all expenses relating to this contract from the total award. No additional expenses may be claimed.
9. The contractor shall submit a final report to the Division no later than 45 days following the end of the contract period.
10. It is understood and agreed that the Division may withhold payment at any time the contractor fails to perform as required under Appendix C of this contract.
11. No part of the State funds paid under this contract shall be used for the purpose of lobbying activities.



OVERVIEW AND RECOMMENDATIONS

Division of Family and Youth Services

Department of Health and Social Services

Juneau, Alaska

Frank Dalley, D.S.W.
Assistant Professor
Idaho State University



Idaho State University

Pocatello, Idaho

83209-0009

Department of Sociology
Anthropology and Social Work

Michael L. Price
Director
Division of Family & Youth Services
Department of Health and Social Services
Box H-05
Juneau, Alaska 99811-0630

Dear Mr. Price:


The attached report provides a broad overview of the Division in terms of issues, concerns, and problems verbalized by staff. Recommendations for remedial actions were formulated in combination with staff input and my own knowledge and experience specific to service delivery systems. Again, this is an overview. A more in-depth study and analysis of these issues, along with input from a broad cross-section of Division staff, is recommended prior to developing a final plan of action.

During your previous tenure as director, you demonstrated exceptional skill and expertise in conceptualizing desirable outcomes and in maintaining your focus on the "big picture." In attacking the multiple problems confronting the Division at this time, such an approach is of crucial importance. If a piecemeal plan of remediation is undertaken, it is likely that there will be an exacerbation in the level of dysfunction in components not "fixed." These problems are closely interrelated and intertwined and a comprehensive approach to their resolution is essential.

Ideally you will be in a position to appoint a Project Manager highly skilled in both service delivery and supervision/management, to whom you can delegate authority to oversee and guide the day-to-day implementation of the final plan for remediation.

Finally, I am enclosing an addendum to the report. It contains a broad outline of a Family Preservation Program. This information might be useful in the formulation of a philosophical framework within which the services of the Division or provided to agency clients. The over-reliance on out-of-home placement of children, a practice which appears to have evolved during the previous administration, must be reversed. The continued removal of children, in such large numbers, from their biological parents will, in the final analysis, bankrupt both the family and the social services delivery systems.

Thank you for the opportunity to participate in this project.

Sincerely,

Frank Dalley, D.S.W.
A/Professor of Social Work



INTRODUCTION.

The administrative structure of the Division of Family and Youth Services is cumbersome, redundant, and inefficient. The Management Information System, initiated by the present director approximately eight years ago, was considered state-of-the-art at that time. As a result of benign neglect, inadequate training of the staff specific to inputting data, the system is of questionable value as a management tool. Data produced by PROBER is regarded by staff throughout the Division as very unreliable.

The services delivery system has become badly overburdened. Audits of this system, conducted by both private and government entities, have uncovered serious deficiencies both in terms of quantity and quality of services provided to clients.

Ironically, increases in Legislative appropriations over the past four years have permitted the hiring of additional social workers. In theory, at least, improved services should have "trickled down" to clients of the Division. The reality is that service delivery not only did not improve but appears to have continued the downward spiral.

In summing up its findings, one Legislative Committee concluded, "the Division of Family and Youth Services seems to be in a chronic state of crisis. The Division must address its management problems immediately." (Reference #2)

Finally, a wide range of personnel problems, including poor morale, high staff turnover, professional and workload standards, were not effectively addressed during the previous administration's tenure.

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DISCUSSION AND RECOMMENDED REMEDIAL ACTIONS.

I. Philosophical Framework.

Understanding the present confusion regarding a guiding philosophy for the Division requires a brief look at the past. In the not too distant past, the Division was, very literally, "all things to all people." The spectrum of services provided by the Division included: financial assistance, food stamps, medical services, alcohol-drug treatment, child welfare services, child and adult protection services, and institutional care of the elderly.

Gradually, these services were "farmed-out" to other governmental entities. The Division of Family and Youth Services was left with a discrete, manageable, set of services. Unfortunately, the philosophical framework, or parameters, which corresponded with the legally mandated services, was never articulated.

Some of the most frequently verbalized frustrations from staff are: "the public does not know, nor do we in the division know, what we are really supposed to do... Are we a child welfare agency? Are we a child protection agency? Where does licensing fit? Are the services currently provided compatible within the same agency, i.e., investigations, family counseling, youth corrections? The bottom line is that staff want a set of agency parameters so they clearly understand the role and mission of the agency. And, of equal importance, so that the public also understands what to expect of the Division. (References 4, 6, 14)

Frank Valley

Recommended Action. It is imperative that a philosophical framework be formulated, preferably a product of a broad cross-section of Division staff. It is strongly recommended that such a framework embrace, as its centerpiece, a family-focused, home-based approach to service delivery.

It will not be constructive to adopt an agency philosophy that, in essence, continues the dichotomous operation of the Division. A concerted effort must be undertaken to change the mindset of Division staff from thinking in terms of family services and youth corrections to one unified agency providing a range of services to dysfunctional families. Staff must understand that the overt manifestation of a problem, whether it is abuse, neglect, or delinquent behavior, is irrelevant. Addressing such symptoms as if they are either youth corrections or family services problems serves only to further solidify the "them" "us" mentality. The guiding philosophy of the Division must clearly and firmly articulate a unified approach to family problems.

II. ADMINISTRATIVE ISSUES.

The present administrative--organizational structure of the Division is inefficient, redundant, and is not responsive to staff needs. Public monies are being wasted; clients of the Division are not receiving badly needed services as a result of the ineffectual structure. The "top down" management style of the previous administration further amplified management deficiencies and created a vast chasm between management and line staff. (References 2, 11, 18, 19)

Recommended Action. A philosophy of management must be

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adopted by the Division. Human services agencies seem to function most effectively within a framework of management/administration which employes participation by a broad cross-section of agency employees in policy development. There is also a positive correlation between the close proximity of administrators, vested with sufficient authority to make decisions, and well-functioning motivated line staff. Highly centralized authority is not a viable management option in a human services agency.

It is recommended that the present mid-level managers, i.e., regional social services managers and regional administrators be eliminated. Continuation of this system of management is wasteful, inefficient, and perpetuates the two agencies within an agency mind-set.

A streamlined, lean, effective organization structure which divides the state into three subunits, i.e., northern, southcentral, and southeastern, administered by a single manager is suggested. The Division Director must delegate sufficient authority to each regional manager, to permit him/her to function relatively autonomously. It is imperative that adequate support staff, including program consultants, administrative/clerical, and quality control be available to the manager. It is also important that an equitable system for resource allocation be adopted.

Finally, the regional manager must be given the clear mandate to fully and completely merge youth corrections and family services. This must be accomplished at all levels beginning with clerical and extending through the professional ranks. The "unified" staff must occupy common office space.

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III. MANAGEMENT INFORMATION SYSTEM.

The management information system, known as PROBER, was planned and implemented by the present Division Director during his previous term in office. The Planning Task Force included representatives from various field offices, regional offices, professional and clerical personnel. The system was designed to meet the information and reporting needs of the Division and was viewed with great promise and potential.

At this point the system is looked at with contempt by many Division staff. Data produced are deemed to be inaccurate. Inputting of data is extremely spotty from office to office. Data from the system are viewed with such disrepute that the previous administration refused to publish annual reports regarding the activities of the Division.

Much of the blame for the current level of dysfunction must be attributed to management practices of the previous administration. Some of the most blatant problems, verbalized by staff include: failure to provide sufficient hardware for staff to input data (some offices had no terminals); lack of training and orientation of staff regarding both inputting and retrieval of data; failure of management to provide feedback to staff regarding problems with the system, steps that might correct identified problems, meeting or even written materials concerning plans to upgrade. It appeared to field staff as if, "management had totally lost interest in system."

There is more than simply a "system at stake." Federal agencies require timely, accurate data regarding clients served, kinds of services provided, family problems addressed. The

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Legislature requires similar data on very short notice. Finally, the Public is entitled to receive accurate data regarding the expenditure of public monies. The Division stands to lose substantial sums of money if this system is not updated and upgraded on a timely basis. (References 11, 14)

Recommended Action. The immediate naming of a statewide MIS Task Force with representation from urban and rural offices, and from professional, paraprofessional and clerical/administration personnel. The primary responsibility and tasks of such a group would be: to comprehensively analyze the present system, identifying strengths, weakness, problems, what can and cannot be salvaged from it; to ascertain the information and reporting needs of the Division in terms of State, Federal and management requirements; survey field staff regarding problems they experienced with the system and to elicit their input regarding improvements and modifications.

It is recommended that computer consultants from outside the state system be available to the Task Force to provide current information regarding hardware, software, their recommendations regarding the most appropriate system. This will provide the Task Force with current, state-of-the-art information which will assist them in formulating their final recommendations to the Director.

To reiterate, it is essential that a broad cross section of Division staff participate in this effort. It is crucial to the ultimate success of the project that there be an early "buy-in" by the majority of Division staff.

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IV. PERSONNEL ISSUES.

The previous Division management demonstrated little sensitivity, loyalty, or concern for field staff, according to statements provided during this survey. Field staff was routinely bypassed in "the handling of difficult cases," by central office management. There was the perception, among field staff, that if you "made a mistake you were on your own." Cohesion, loyalty, trust, support were, apparently, absent from most interactions between field and central office management.

There was the demoralizing perception among field staff that the, "only opinions that counted were from Fairbanks folks." At one point, all three regional social services managers were Fairbanksans. Rightly or wrongly, this adversely impacted field staff.

Staff perceived the presence of a "hit list" compiled by the former director and field administrator. The list was developed not as a result of incompetent performance but, rather, one's name might be added to the list for personal reasons. It was observed by field staff that once on the list, an underground campaign was initiated, which might even include management audits, to pressure the employee to resign.

Strong opinions were voiced by field staff regarding what they perceived as the misuse of travel funds by the former director "and we were told by that same person that funds for service delivery had to be curtailed." There was also the "suspicion" among staff that contracts were awarded on a "personal relationship basis rather than competition and competence."

Finally, there was the strong impression, among field staff, that upper-level management functioned, and were motivated

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primarily by self-interest, "what's in it for me and how will I benefit in terms of positive exposure and enhancing my chances for a better paying position."

There was general agreement among field staff that workload standards, established by the previous director, were unrealistic and certainly not attainable.

Personnel turnover, particularly among the social worker staff, was extremely high during the past four years. In one region the turnover among social workers was purported to have reached 100% annually.

Criteria for hiring social worker staff was reduced to, "can we get them on the register." In some of the larger offices, such as Anchorage, it became a revolving door with social workers coming and going, clients being shifted from worker to worker.

A letter, written by an Ad Hoc Community Committee in Juneau to the Ombudsman, illustrated the problem of personnel turnover this way, "there have been in excess of 17 staff quit in the last 18 months. One staff has been assigned 5 different positions in the last 8 months. This makes it difficult, if not impossible, to ensure continuity and quality of service. A number of clients have been assigned 6 separate workers in 6 months. Workers are not even familiar with the client before they quit or are reassigned. The level of competency of staff cannot be assured with such a turnover rate." (reference 20)

Orientation and ongoing training were also noted as being problematic. The location and operation of the Training Center was a problem for many field staff. The quality of ongoing "professional instruction" was, to many, of questionable value.

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It is imperative that personnel issues be addressed in a timely manner as the credibility of the Division has been badly damaged; there is the very real possibility that federal funding will be jeopardized if these problems become chronic; national accrediting, standard-setting agencies, such as the Child Welfare League of America, will be reluctant to credential the Division if a more proactive stance is not taken. (References 2, 3, 4, 6, 7, 20,21)

Recommended Action. This is a multi-faceted problem which will require careful analysis and study with input from a wide variety of sources before a meaningful action plan can be formulated. Solutions to many of the problems cited above are also dependent upon corrective actions specific to other major problems identified, i.e., a guiding philosophy, a responsive management structure, a viable management information system. All of these problems are closely intertwined, and interrelated.

Some specific suggestions, which might provide a starting point include: formation of a Personnel Issues Task Force. This group would initiate a study of issues related to staff qualifications, hiring and retention, workload standards, orientation and ongoing training needs.

Guidelines are available to assist the Task Force in addressing many of these issues. For example, CWLA explicates professional qualifications for child protection workers in this way:

"staff hiring requirements must include academic qualifications of a bachelor's degree in social work, sociology, guidance and counseling, or psychology and ideally a master's degree in social work..." (reference 14)

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Standard-setting agencies have also developed workload standards, training standards, supervisory responsibilities and qualifications, and other cogent data which will be extremely helpful and will expedite this process.

In general, it is recommended that academic degree requirements, prescribed by the CWLA, be adopted by the Division.

A single, entry level classification seems preferable to the present social worker I and II classes.

A journeyman social worker class, which would then become a social worker II would require that incumbents be academically prepared and have a minimum of three years of practice in a family treatment setting.

Competent supervision, critically important to effective service delivery to families, requires re-examination. Presently, time-in-grade seems to be the primary criterion for promotion to supervisor. Rigorous standards must be adopted for entry into the ranks of supervision. Appropriate academic preparation is essential. In addition, a minimum of five years of successful practice in a broad spectrum of family services agencies must be required.

Orientation and training of social services staff is imperative. The present system, which is not viewed in positive terms by staff, must be closely examined for both relevance of content and competence in its presentation. Certainly, an inhouse training cannot possibly meet the diverse training needs of staff and must be supplemented by outside resources.

A more rigorous approach to hiring must be implemented. Simply reviewing applications, by untrained personnel technicians, is in no way an acceptable practice. It is recommended that in the

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absence of rigorous, nationally standardized licensure examinations, the Division initiate, at a minimum, written examinations specific to a desired body of social work knowledge. In addition, oral examinations, by a board of qualified practitioners, might be explored, particularly in the selection of supervisory staff.

Re-qualification, at prescribed intervals, for all social services staff, would be desirable and beneficial. This could be accomplished in a variety of ways including participation in Division-sponsored educational opportunities, community workshops and seminars, enrollment in relevant college courses.

Management staff must not only be competent in management and administration, but must also be sensitive to, and "tuned-in" to social services and human needs. It is essential that line staff perceive management as supportive of their efforts, concerned about their and their clients' well-being. Management practices, prevalent in the previous administration, which bypasses supervisors, or overturns caseworker decisions on the basis of political expediency, are devastating to field staff and ultimately erode the credibility of the entire social services delivery system, must be avoided at all costs.

It is recommended that the criteria for selection of management staff include academic preparation in social work or a closely related field and five years of progressively increasing responsibility in supervision-management-administration.

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V. SERVICE DELIVERY SYSTEM.

The present service delivery system is not, in fact, a "system" at all but a fragmented array of services. The spectrum of services provided by the Division are not viewed, by field staff, as inter-related but, rather, as discrete, compartmentalized services. This mindset is pervasive throughout the Division, from line staff to mid-level management. Not only are services viewed as discrete and unrelated, but there is an attitude of rivalry, even hostility, among various segments of the service staff.

The observations noted above are not a discovery unique to this specific survey of the Division, but have been noted in a number of studies, audits, both internal and external. As noted in earlier sections of this report, it is essential that the lines be blurred between youth corrections and family services. It is crucially important that Division staff view services on a continuum, beginning with the very first contact with the client and continuing through termination.

The present social services delivery system is overly dependent on out-of-home services, i.e., foster care and residential care. This is symptomatic of a splintered system. It is also indicative of an inadequately prepared service staff. A worker who does not possess a sound academic foundation, and appropriate experience and ongoing training is not able to accurately assess the extent of family dysfunction and certainly not capable of treating serious, deeply engrained pathologies inherent in many families who ultimately become clients of the Division.

Recommended Action. Corrective actions recommended in previous sections of this report are essential prior to the development and implementation of a sound social services delivery system.

At a minimum, these steps must precede formulation of a more effective service delivery component: Development of a guiding philosophy, with firm parameters. Preferably the philosophy will embrace the principles of family-focus, home-based service, a service model implemented by the present director over eight years ago. (Unfortunately, this model was not supported by the previous administration and was, in essence, replaced by out-of-home placements.)

The next step must be a full and complete merging of the two subunits within the Division. The unified system would be administered by a common manager, or deputy director, who would have authority to enforce the implementation of Division policies.

A clear, concise articulation of the available services, organized on a continuum, rather than a dichotomy, with a cadre of competent, well-prepared, motivated social services workers to serve Division clients would be the final step. Implicit in this discussion and certainly an integral and critically important component of an effective service delivery system, is the expansion of contracting, particularly in the rural areas of the State.

VI. CONTRACTING FOR SERVICES.

Again, it is necessary to briefly review the past to gain an appreciation for the present. Social services to residents of rural areas has been problematic from the very first contact between Native Americans and the White Man. The underlying assumption, whether it was early missionaries, Bureau of Indian Affairs social workers, or even State social workers, has been that there must be change. The Alaskan Native's culture was not accepted, they were forced to adopt the ways of the dominant culture even to the extent of not being permitted to speak their native tongue. There has been the very real leverage, or threat, that noncompliance will result in the removal of children not only from families but from villages and from their culture.

In fact, over the years large numbers of Alaskan Native children were removed from their biological families and placed in caucasian homes far removed from their native villages. This practice permanently damaged both families and individual family members. The residual of this long-standing practice is manifest in many ways: social maladaptation, substance abuse, identity crisis, devaluation, anger and hatred toward the "system."

In recent years there have been efforts to right the wrongs of the past. Legislation has been enacted at the national level which, in essence, forces states to respect the rights of native families, their culture and values. The Indian Child Welfare Act clearly delineates native rights and restricts the power of the state to intervene in their lives. Unfortunately, the ICWA has not been fully implemented. The previous administration was very

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timorous in its efforts to carry out the mandates contained in this very important piece of legislation.

It is imperative that social services be provided to residents of rural areas in an effective and efficient manner. Based on past experience, and history, however, it would not appear to be either in the best interests of the Division nor Alaskan Natives to continue "business as usual." Some very substantial changes are required.

The present Director made such an effort several years ago when a contract was negotiated between the Division and the Native Corporation representing the residents of the Nome-Kotzebue area to provide social services. This effort has been exceptionally successful and is viewed with pride and a sense of accomplishment by parties to the contract.

Expanding this concept throughout the rural areas of the State would appear to be the most practical and efficient method of resolving the service delivery problems of the past. This would also ensure the full and complete implementation of the provisions of the Indian Child Welfare Act and bring the State into compliance with this Legislation.

The expansion of contracting, in urban areas, for certain services is also recommended. Staff recommendations for expanded contracting included: licensing, family counseling-therapy services, sex-offender treatment and detention services, and computer services.

ADDENDUM A

"FAMILY PRESERVATION"

FAMILY PRESERVATION

INTRODUCTION.

When a family's problems become so severe that traditional intervention strategies are unable to help them effectively, family service workers are usually advised to place children outside the home. Family Preservation services are designed to give family service workers and families another option: an array of services that are intensive, readily accessible, flexible, goal-oriented, and provided in the home.

Traditional intervention strategies often fail, particularly with families that are severely dysfunctional. The reasons for the relatively low success rate are varied and complex but often are a result of arbitrary nature of the service delivery system, expectations on the part of the agency which, from the family's point-of-view are unreasonable and capricious. The most typical scenario, with such families, is to attempt family counseling in the office, structured in typical middle class client-counselor fashion. These clients demonstrate, "resistance or lack of motivation" and often do not show for appointments. The family is then judged to be incapable of benefiting from "treatment" and the children are removed from the home and placed in either foster homes or child care institutions.

Services provided under the Family Preservation model circumvent many of these obstacles and barriers meeting families on their own turf and starting where they are, not where we wish they were.

(Note: The following information is from a variety of lectures, workshops, handouts without citations)

FAMILY PRESERVATION: BASIC TENETS

- I. FAMILY EMPOWERMENT...help families learn to help themselves.
 - II. DYSFUNCTIONAL FAMILIES WANT TO CHANGE
 - III. A "CRISIS" CAN MOTIVATE FAMILIES TO LEARN NEW PATTERNS.
-

MAJOR PROGRAM CHARACTERISTICS:

1. Children at imminent risk of unnecessary removal
2. Services delivered to clients' homes
3. Immediate response, ready availability
4. Very intensive, tailored to family's needs (5-20 hours a week)
5. Small caseloads (ideally not more than five families)
6. Short term intervention (4-8 weeks)
7. Highly flexible scheduling (24 hour, 7 days a week availability)
8. A blend of "hard" and "soft" services
9. A systemic approach which focuses on family & community interaction
10. Clearly defined goals and objectives, targeted at specific behaviors and outcomes

FAMILY PRESERVATION: A Rationale

There is ample literature which discusses the importance and the efficacy of family-focused, home-based services. Articles which emphasize the need for these services typically focus on these key points:

FIRST, by working in the home, the service provider can observe the actual family problems and target the help to address them.

SECOND, when working in the home, the service provider can keep a close watch on the situation, making it possible in some cases to leave the child at home when it would otherwise be necessary to remove him/her.

THIRD, by providing help and instruction in the home, the provider eliminates practical barriers that otherwise would prevent poor and sometimes disorganized families from utilizing help. That is, problems of transportation, child care, conflicting family schedules, are eliminated or alleviated.

FOURTH, By providing help in the home, the provider gives instruction that the family can absorb more easily and can practice on the spot. That is, the provider can give very concrete instructions, can model behaviors, and can observe and comment upon efforts of the family to comply, all in the same setting in which family behavior must change.

PRINCIPLES OF FAMILY-CENTERED PRACTICE

THE FAMILY IS DEFINED ON THEIR TERMS. Starting with meeting them in their own home and community, the worker enters the culture of the family. Emphasis is placed upon family ownership of the problem and the solution.

POWER IS SHARED. Families are empowered to take control of their own lives. Power and rewards are seen in win/win terms. This maximizes involvement and sense of control for family members and minimizes sabotage and disinterest.

RECIPROCITY. Clients and workers each do their own share.

DECISION-MAKING. Based on mutual consent. To enhance problem-solving, a collaborative, consultative approach is employed. Families define their needs and preferences for interventions.

TEAMING AND COLLABORATION, is stressed for professional and informal helpers involved with the family. This reduces the isolation of the worker, increases the reliability of decision-making, shares the risk, and supports initiative and innovation.

THE FAMILY SERVICE WORKER, typically functions in the dual capacity of primary service provider as well as the case manager.

COORDINATION OF EFFORT, is crucially important to avoid duplication of services, minimizes confusion and stress on the family.

CAREFUL ASSESSMENT, with the primary focus upon the family's needs and strengths as opposed to manifest symptoms and weaknesses.

FLEXIBILITY AND CREATIVITY, Family service workers must have a great deal of flexibility and latitude in tailoring intervention strategies which will meet family needs rather than fitting families into available services.

AVAILABILITY. Family service workers must be readily available to families during periods of stress to prevent out-of-home placement.

INTENSITY OF SERVICE

In reviewing the literature specific to Family Preservation, it is apparent that states have taken a variety of approaches in developing and refining their programs. Most states have determined that at least two levels of intensity of services are required.

Level one, which constitutes a relatively limited array of services, and targets those families experiencing situational crises, provides a burst of services, rather narrowly defined. These families, typically, are experiencing dysfunction as a result of a crisis which has severely impacted the family. The targeted services are designed to help the family resolve the crisis and get back in the mainstream.

Level two, includes highly intensive services for families who demonstrate a history of maladaptation and dysfunction. Articles recommending highly intensive crisis services typically emphasize the following points: First, people are naturally resistant to change, and such resistance can more easily be overcome in a crisis situation. Because of this, family preservation services should be provided in concentrated form during the period of crisis. Second, people are better able to change their behavior when instruction itself is intense. That is, apart from the crisis situation stimulating the change, people can most easily learn to change their behavior when the instruction is clear, frequently reinforced and constantly on their minds. Third, intensive, in-home services are needed to overcome the disorganization typical of families in crisis. Fourth, intensive in-home services represent

the safest of all possible ways to work with the family when the child remains at home. Because the service provider is in the home on a highly frequent basis, the provider is in a position to determine whether the child can safely remain at home while the service is being provided. Fifth, in the event that the child should need to be removed from home and placed in foster care, intensive in-home services can shorten the length of time that the child needs to remain in foster care. If there is a chance for family rehabilitation, the family has a head start at the time of placement, as a result of its intensive work with the service provider. Accordingly, the time in foster care should be shortened.

WORKER ROLES IN FAMILY PRESERVATION

1. The worker serves as an ally or advocate for the family
2. The worker empowers the family to solve problems and meet needs
3. The worker demystifies the helping process by sharing information
3. The worker models appropriate behaviors and teaches new skills
4. The worker mediates conflict and facilitates problem-solving based on common interests
5. The worker helps the family to set realistic goals and time frames for reaching those goals
6. The worker clarifies and strengthens the family's support system
7. The worker uses authority constructively
8. The worker joins the family on a human level
9. The worker acts as a sounding board for parents, another option for problem solving
10. The worker provides or assures that another helper is available to reparent the parents
11. The worker often serves as family counselor as well as case manager
12. The worker coordinates the team of professionals and informal helpers who are working with the family toward the same set of goals

WHERE DOES FAMILY PRESERVATION FIT?

CONTINUUM OF CARE

Complaint Referral	Investigation Court Petition	Traditional Inter- vention strategies	FAMILY PRESERVATION	Out-of-Home Placement
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RESOURCES

<u>Reference Number</u>	<u>Document Identification</u>
1	Letter, Status Report SERO, May 1991
2	"Alaska Senate Family Law Review Task Force" Alaska State Legislature, July 1990 - January 1991
3	"A Commitment to Change" National Commission on Child Welfare and Family Preservation, APWA, 12/90
4	"Into the 90's: The Strategic Plan for Service to Alaska's Families, Children and Youth" Alaska Department of Health and Social Services, DFYS, November 1990
5	Letter, Justifications for staff reduction to Kodiak Office, August 1990
6	"A Special Report on the Department of Health and Social Services, Division of Family and Youth Services" February 1990 (audit 06-4351-90-S)
7	"Status Report, Division of Family and Youth Services" internal task force, January 1990
8	"Management Review of the Division of Family and Youth Services: Out-of-Home Care" February 1989 (audit 06-54)
9	"Alaska Foster Parent Survey, Final Report" Northwest Resource Associates, 1989
10	"Standards for Services to Strengthen and Preserve Families with Children" CWLA, 1989
11	"Special Report of the Grand Jury" April 1989
12	"Report on An On-Site Review, Mat-Su Field Office, Division of Family and Youth Services" Northwest Resource Associates, January 1988
13	"Tightening Law and Policy Concerning Family Preservation Services" Hardin, Mark, October 1989
14	"Guidelines for a Model System of Protective Services for Abused and Neglected Children and Their Families" CWLA, 1988

- 15 "Final Report of Recommendations, State of
Alaska DFYS" internal Task force, December
1987
- 16 "Keeping Families Together. The Homebuilders
Model" Jill Kinney, David Haapala and
Charlotte Booth, (no date)
- 17 "Organizational Development Summary, DFYS"
Alaska Training and Consulting (no date)
- 18 Letter, Ombudsman to Webb, 1/91
- 19 "Management Report" Northwest Resource
Associates, 1989
- 20 Letter, Ad Hoc Committee, Juneau, to
Ombudsman, 10/90
- 21 Memo, Ombudsman to Webb, "workload analysis"
10/89

MEMORANDUM

State of Alaska

TO: DEAN DIXON
Associate Superintendent

DATE: NOVEMBER 30, 1988

FILE NO.: 900.1

THRU:

TELEPHONE NO.:

SUBJECT: P&P 907

R. Hines
FROM: RANDALL G. HINES
Special Services Officer
McLaughlin Youth Center

As per your request, the following is provided for incorporation into Policy and Procedure 907, regarding the section entitled "Physical Touch."

P&P 907 outlines seven levels of intervention/management which are integrated. One of these levels is entitled "Physical Touch." To discuss physical touch separately without consideration to the remaining six levels is difficult. I will endeavor, however, to more specifically describe this level of intervention/management.

The fifth level of intervention/management in the Mandt System is physical touch. Like gestural and verbal techniques, physical touch techniques will convey a resident's or staff's emotions.

In any physically combative situation, it is generally a combination of both staff and residents "touching" each other while experiencing pain, anger or fear.

The desired skill is for staff members to consistently communicate to the residents, through touch, that the residents are safe and secure. Any time that physical pain is being experienced by a resident at the hands of a staff member it is difficult and sometimes impossible to convey a safe and secure message to the residents.

It is generally accepted that in any physically combative/violent situation that some physical discomfort (pain) will initially occur as a result of a physical intervention.

It is through practice of non-physical and physical techniques of the Mandt System that a level of skill is developed in staff members, enabling them to consistently minimize the amount of discomfort or pain experienced by residents when physical intervention is necessary.

Staff members achieve a desired level of skill regarding physical touch when they are able to:

1. intervene on their own behalf regarding anger, fear and pain in physically combative situations; and
2. consistently communicate a message to the residents through their touch that they are safe and secure.

RGH/clh

cc: George A. Buhite

MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

06/13/91
Page 1

Employee Name Date	Hrs.	Course Name	Title	Date Hired
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Unit: CLOSED TREATMENT UNIT

WRIGHT OTIS		YCII		07/22/88
10/16/90	8.0	Sex Offender Training w/Dr. Atrops		
11/20/90	4.0	CPR		
01/31/91	2.0	Delayed Stress Workshop		
02/13/91	2.0	Unit Management Training		
02/27/91	2.0	Resident Management Training		
03/01/91	1.0	Case Management Training		
03/13/91	2.0	Case Management Training		
03/27/91	2.0	Case Management Training		
04/03/91	1.0	Suicide In Juvenile Justice Facilities		
04/10/91	2.0	Unit Management Training		
04/24/91	2.0	Unit Management Training		
05/01/91	2.0	Unit Management Training		
Total	30.0			

OUTPUT SCREEN

MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Page 1

Employee Name	Title	Date Hired
Date	Hrs.	Course Name

Unit: CLOSED TREATMENT UNIT

Employee Name	Title	Date Hired
WHITE DAVID	YCII	07/21/88
07/26/90	1.0	Employee/Management Training
08/22/90	8.0	Teaching Prosocial Behavior to Antisocial Youth
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
10/31/90	2.0	Unit Management Training
01/09/91	1.0	Unit Management Training
01/31/91	2.0	Delayed Stress Workshop
02/13/91	2.0	Fetal Alcohol Syndrome
02/13/91	2.0	Unit Management Training
02/27/91	2.0	Resident Management Training
02/27/91	1.0	Employee/Management Training
03/01/91	1.0	Case Management Training
03/13/91	2.0	Case Management Training
03/27/91	2.0	Case Management Training
03/27/91	1.0	Employee/Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Unit Management Training
04/24/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training
05/09/91	4.0	CPR
05/14/91	8.0	Mandt

Total 54.0

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MCLAUGHLIN YOUTH CENTER
 TRAINING REPORT

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Employee Name	Title	Date Hired
Date	Hrs.	Course Name

Unit: CLOSED TREATMENT UNIT

SPEER BRIAN	YCIII	03/23/70
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07/09/90	2.0	Sex Offender Training
07/17/90	1.5	Sex Offender Training w/Dr. Atrops
07/31/90	1.5	Sex Offender Training w/Dr. Atrops
08/22/90	2.0	Personality Disorders w/Dr. Patrick
10/10/90	2.0	Borderline Personalities
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
12/18/90	1.0	Management Training
01/09/91	1.0	Unit Management Training
01/23/91	1.0	Reimburseable Meal Training
01/31/91	2.0	Delayed Stress Workshop
02/13/91	1.0	Fetal Alcohol Syndrome
02/13/91	2.0	Unit Management Training
02/27/91	2.0	Resident Management Training
03/01/91	1.0	Case Management Training
03/06/91	8.0	Supervision Issues For YCIII's
03/13/91	2.0	Case Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Unit Management Training
04/24/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training
05/07/91	8.0	Mandt
05/09/91	2.0	Disaster Preparedness Training

Total 55.0

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

SEITZ RICHARD	YCII	06/19/87
07/09/90	2.0	Sex Offender Training
07/28/90	1.0	Management Training
08/16/90	16.0	Intervention in Child Sexual Abuse Workshop
09/19/90	4.0	First Aid
09/19/90	4.0	CPR
09/25/90	6.0	Sex Offender Training w/Dr. Atrops 9/4,11,18,25
10/10/90	2.0	Borderline Personalities
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
10/31/90	2.0	Unit Management Training
02/13/91	1.0	Fetal Alcohol Syndrome
02/27/91	2.0	Resident Management Training
03/01/91	1.0	Case Management Training
03/13/91	2.0	Case Management Training
03/27/91	2.0	Case Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Unit Management Training
04/24/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training
05/14/91	8.0	Mandt

Total 68.0

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MCLAUGHLIN YOUTH CENTER
 TRAINING REPORT

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Page 1

Employee Name Date	Hrs.	Course Name	Title	Date Hired
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Unit: CLOSED TREATMENT UNIT

PHELAN ALBERT			YCIII	11/16/77
07/09/90	2.0	Sex Offender Training		
07/26/90	1.0	Management Training		
07/28/90	1.0	Management Training		
07/28/90	1.0	Management Training		
08/03/90	1.0	Management Training		
08/16/90	16.0	Intervention in Child Sexual Abuse Workshop		
08/22/90	2.0	Personality Disorders w/Dr. Patrick		
09/25/90	6.0	Sex Offender Training w/Dr. Atrops 9/4,11,18,25		
10/02/90	1.0	Management Training		
10/02/90	1.0	Management Training		
10/10/90	2.0	Borderline Personalities		
10/16/90	8.0	Sex Offender Training w/Dr. Atrops		
10/31/90	2.0	Unit Management Training		
11/21/90	8.0	Mandt		
01/09/91	1.0	Unit Management Training		
01/12/91	1.5	Management Training		
01/23/91	1.0	Reimbursable Meal Training		
02/13/91	1.0	Fetal Alcohol Syndrome		
02/13/91	2.0	Unit Management Training		
03/01/91	1.0	Case Management Training		
03/13/91	2.0	Case Management Training		
04/03/91	1.0	Suicide In Juvenile Justice Facilities		
04/09/91	24.0	Out of Home Care Conference 4/9-4/11/91		
04/10/91	2.0	Unit Management Training		
04/24/91	2.0	Unit Management Training		
05/01/91	2.0	Unit Management Training		
05/22/91	4.0	CPR		

Total 96.5

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

Employee Name	Title	Date Hired
ORTIZ RAY	YCII	01/26/89
08/03/90	1.0 Management Training	
10/16/90	8.0 Sex Offender Training w/Dr. Atrops	
01/09/91	1.0 Unit Management Training	
01/23/91	1.0 Reimburseable Meal Training	
01/31/91	2.0 Delayed Stress Workshop	
02/13/91	1.0 Fetal Alcohol Syndrome	
02/13/91	2.0 Unit Management Training	
02/27/91	2.0 Resident Management Training	
03/01/91	1.0 Case Management Training	
03/13/91	2.0 Case Management Training	
03/27/91	2.0 Case Management Training	
04/10/91	2.0 Unit Management Training	
04/11/91	1.0 Suicide In Juvenile Justice Facilities	
04/19/91	4.0 CPR	
04/24/91	2.0 Unit Management Training	
05/01/91	2.0 Unit Management Training	

Total 34.0

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Page 1

Employee Name	Title	Date Hired
Date	Hrs.	Course Name

Unit: CLOSED TREATMENT UNIT

MORRIS RALPH	UNIT LEADER	11/01/73
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07/09/90	2.0	Sex Offender Training
07/10/90	1.0	Management Training
07/17/90	1.0	Management Training
07/17/90	1.5	Sex Offender Training w/Dr. Atrops
07/24/90	1.0	Management Training
07/26/90	1.5	Management Training
07/31/90	1.5	Sex Offender Training w/Dr. Atrops
08/21/90	3.0	Contract Training w/Gini Thomas
08/23/90	1.0	Management Training
09/18/90	1.0	Management Training
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
11/13/90	1.0	Management Training
11/27/90	1.0	Management Training
01/08/91	1.0	Management Training
01/09/91	1.0	Unit Management Training
01/23/91	1.0	Reimburseable Meal Training
01/31/91	2.0	Delayed Stress Workshop
01/31/91	1.5	Management Training
02/13/91	2.0	Unit Management Training
02/26/91	1.0	Management Training
02/27/91	2.0	Resident Management Training
02/28/91	1.0	Mandt
03/01/91	1.0	Case Management Training
03/13/91	2.0	Case Management Training
03/21/91	3.0	EEO Review
03/26/91	1.0	Management Training
03/27/91	2.0	Case Management Training
03/28/91	1.5	Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Sex Offender Training w/Dr. Atrops
04/23/91	1.0	Management Training
04/24/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training
05/02/91	1.5	Management Training
05/07/91	1.0	Management Training
05/30/91	1.0	Management Training
06/04/91	1.0	Management Training

Total 60.0

MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

06/13/91

Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

Employee Name	Title	Date Hired
MAYO JAMES	YCII	06/14/84
07/09/90	2.0 Sex Offender Training	
07/17/90	1.5 Sex Offender Training w/Dr. Atrops	
07/31/90	1.5 Sex Offender Training w/Dr. Atrops	
08/22/90	2.0 Personality Disorders w/Dr. Patrick	
09/25/90	6.0 Sex Offender Training w/Dr. Atrops 9/4,11,18,25	
10/16/90	8.0 Sex Offender Training w/Dr. Atrops	
01/05/91	2.0 Sex Offender Group Facilitator Training	
01/09/91	1.0 Unit Management Training	
01/10/91	2.0 Sex Offender Group Facilitator Training	
01/22/91	4.0 CPR	
01/23/91	1.0 Re mburseable Meal Training	
01/31/91	2.0 Delayed Stress Workshop	
02/13/91	1.0 Fetal Alcohol Syndrome	
02/13/91	2.0 Unit Management Training	
02/27/91	2.0 Resident Management Training	
03/13/91	2.0 Case Management Training	
03/27/91	2.0 Case Management Training	
04/03/91	1.0 Suicide In Juvenile Justice Facilities	
04/10/91	2.0 Unit Management Training	
04/24/91	2.0 Sex Offender Training w/Dr. Atrops	

Total 47.0

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

LALICH PAUL	YCII	11/15/85
07/09/90	2.0	Sex Offender Training
07/17/90	1.5	Sex Offender Training w/Dr. Atrops
07/24/90	1.5	Sex Offender Training w/Dr. Atrops
08/16/90	16.0	Intervention in Child Sexual Abuse Workshop
09/25/90	6.0	Sex Offender Training w/Dr. Atrops 9/4,11,18,25
10/10/90	2.0	Borderline Personalities
10/12/90	4.0	Sex Offender Training at Hiland Mt.
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
10/19/90	4.0	Sex Offender Training/Hiland Mt.
10/26/90	4.0	Sex Offender Training/Hiland Mt.
10/31/90	2.0	Unit Management Training
11/02/90	4.0	Sex Offender Training/Hiland Mt.
01/09/91	1.0	Unit Management Training
01/23/91	1.0	Reimburseable Meal Training
03/13/91	2.0	Case Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Sex Offender Training w/Dr. Atrops
04/24/91	2.0	Sex Offender Training w/Dr. Atrops
05/01/91	2.0	Unit Management Training
05/07/91	8.0	Mandt
05/09/91	4.0	CPR

Total 78.0

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

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Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

KOECHER NELDA	YCII	06/11/90
07/09/90	2.0	Sex Offender Training
07/17/90	1.5	Sex Offender Training w/Dr. Atrops
07/24/90	24.0	New Employee Orientation 7/24-7/26/90
07/31/90	1.5	Sex Offender Training w/Dr. Atrops
08/16/90	16.0	Intervention in Child Sexual Abuse Workshop
09/25/90	6.0	Sex Offender Training w/Dr. Atrops 9/4,11,18,25
10/08/90	8.0	Sex Offender Workshop (MYC School)
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
10/31/90	2.0	Unit Management Training
11/04/90	32.0	Alcohol and Drug Abuse Symposium 11/4-11/7/90
01/31/91	2.0	Delayed Stress Workshop
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/05/91	16.0	Children Of Alcoholics Conference 4/5-4/6/91
05/01/91	2.0	Unit Management Training
05/09/91	4.0	CPR
05/13/91	40.0	Tri-Discipline Conference 5/13-5/17/91
05/30/91	8.0	Mandt

Total 174.0

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MCLAUGHLIN YOUTH CENTER
 TRAINING REPORT

06/13/91
 Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

KLOTZ ROBERT YCIII 01/22/82

07/24/90	1.5	Sex Offender Training w/Dr. Atrops
07/31/90	1.5	Sex Offender Training w/Dr. Atrops
08/16/90	16.0	Intervention in Child Sexual Abuse Workshop
08/23/90	1.0	Employee/Management Training
08/23/90	1.0	Management Training
10/10/90	2.0	Borderline Personalities
10/12/90	4.0	Sex Offender Training at Hiland Mt.
10/16/90	8.0	Sex Offender Training w/Dr. Atrops
10/19/90	4.0	Sex Offender Training/Hiland Mt.
10/26/90	4.0	Sex Offender Training/Hiland Mt.
10/30/90	4.0	CPR
10/31/90	2.0	Unit Management Training
11/02/90	4.0	Sex Offender Training/Hiland Mt.
12/03/90	24.0	Mandt Instructor Recert.
01/09/91	1.0	Unit Management Training
01/23/91	1.0	Reimburseable Meal Training
01/31/91	2.0	Delayed Stress Workshop
02/27/91	2.0	Resident Management Training
03/06/91	10.0	Supervision Issues For YCIII's
03/13/91	2.0	Case Management Training
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/09/91	24.0	Out of Home Care Conference 4/9-4/11/91
04/10/91	2.0	Unit Management Training
04/24/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training

Total 126.0

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MCLAUGHLIN YOUTH CENTER
TRAINING REPORT

06/13/91

Page 1

Employee Name	Title	Date Hired
Date	Hrs. Course Name	

Unit: CLOSED TREATMENT UNIT

JOHNSON JOHN	YCI	11/19/90
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11/28/90	24.0	New Employee Orientation 11/28-11/30/90
12/12/90	24.0	Mandt
12/12/90	50.5	New Employee Orientation Document
01/15/91	16.0	Suicide Prevention 1/15-1/16/91
01/23/91	1.0	Reimbursable Meal Training
01/31/91	2.0	Delayed Stress Workshop
02/13/91	1.0	Fetal Alcohol Syndrome
03/05/91	4.0	CPR
04/03/91	1.0	Suicide In Juvenile Justice Facilities
04/10/91	2.0	Unit Management Training
05/01/91	2.0	Unit Management Training

Total 127.5

OUTPUT SCREEN

RESIDENT MANAGEMENT
POLICY AND PROCEDURE
(Page 5)

Committee members will be assigned this duty for a six-month period. Only two new members will be assigned for the same six month term.

IV. REFERENCE:

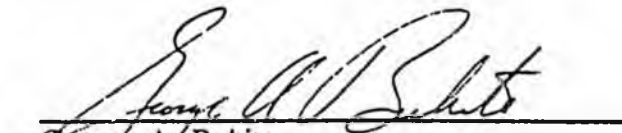
ACA Standards:

2-8212
2-9190

Alaska Statutes:

47.10.150
47.10.250

REVIEWED AND APPROVED BY:


George A. Buhite
Superintendent

GAB:RF/clh

RESIDENT MANAGEMENT
POLICY AND PROCEDURE
(Page 4)

- C. It is necessary to adequately critique and evaluate all serious encounters with residents at McLaughlin Youth Center. Any time a resident is physically restrained, a review of this process needs to take place in order to adequately learn from this experience and continually improve our ability to de-escalate the residents for the safety and growth of all concerned.

A review committee will be established, consisting of three staff and one alternate member. The chairperson and at least one other staff member will review each case. When possible, at least one of the staff members will be a certified trainer in the Mandt System. All other members will have received training in the Mandt System. The committee members may consist of Unit Leaders, Youth Counselor III's or Youth Counselor II's. When a Unit Leader is a participant in a physical restraint, a review of this incident will include the Associate Superintendent or another Unit Leader in the review process. The chair person of the review committee is responsible to notify the appropriate Associate Superintendent of the need for this addition to the review process when a Unit Leader is involved in the restraint. The Associate Superintendent will designate himself/herself as a member or appoint a Unit Leader to participate in the review process in that case.

The chairperson will receive a copy of the Incident Report with instructions to review the incident. A chairperson and at least one other committee member will then investigate the incident and begin identifying causes of the incident, and will define the level of control needed and that level which was used. After a thorough review, they will identify actions and procedures that were done well and actions and procedures that could have been done differently. They will also evaluate how the situation could have been improved. The final review report will be due ten working days from its assignment. A chairperson will be responsible for completing the review report and making sure the deadline is met.

The staff member or members involved in the incident will receive a copy of the report and, if necessary, the committee chairperson will then meet with the staff in order to provide a constructive critique. Suggestions for improvement will be provided, as well assistance from the Mandt instructors in demonstrating these techniques if needed.

If needed, the review committee will then make preventative recommendations or comments regarding the incident. They will also identify any program changes that may be necessary. These findings will be entered on the Incident Report which will then be forwarded to the appropriate Associate Superintendent within ten working days of its assignment. The chairperson will be responsible for completing the Incident Report, making sure the deadline is met.

(Cont.)

RESIDENT MANAGEMENT
POLICY AND PROCEDURE
(Page 3)

- B. McLaughlin Youth Center has adopted the techniques and philosophies of The Mandt System; Managing Aggressive and Non-Aggressive People. In utilizing the techniques that are listed above, staff members will need to incorporate one or more techniques to accomplish the desired result. In many aggressive situations, it will be necessary for the staff to immediately begin with the sixth level of intervention, Holding or Restraining the resident. Staff should always have a "win-win" attitude and use the least amount of external control necessary in each situation. It should be emphasized that when dealing with aggressive residents, staff should immediately call for assistance to assure that the proper number of staff members are present to deal with the situation.

In dealing with aggressive residents, it is important to incorporate the following whenever possible:

- 1) Use the Graded System of Control techniques.
- 2) Stay calm and don't overreact.
- 3) Talk to the resident.
- 4) Use good body mechanics; i.e., stance and body positioning.
- 5) Think through the situation:
 - a. Why is control necessary?
 - b. How can control be achieved without touching the resident?
 - c. If physical touch is necessary, where and how will it be accomplished?
 - d. Is the proper staff available to assist in controlling the resident?
 - e. What techniques have worked with the resident in the past?
- 6) Do not fight force with force - attempt to de-escalate.
- 7) Know your own limitations and the limitations of the techniques taught in the Mandt System.

(Cont.)

RESIDENT MANAGEMENT
POLICY AND PROCEDURE

(Page 2)

- 1) The first level of intervention/management is the Physical Presence of the staff member. Physical presence is the technique most often used by staff members to manage the residents. It can be considered by far the most effective technique, as most often it is all that is required.
- 2) The second level of intervention/management is Gestural Skills used by staff members. When using gestural techniques, staff members should take measures not to give dual messages. Hand gestures will indicate direction, and facial gestures will indicate approval or disapproval.
- 3) The third level of intervention/management used by staff members is Verbal Skills. Tone, volume, pitch and speed all communicate the emotional state of the staff member or resident and should be recognized. Verbal techniques are most often used in conjunction with gestural techniques.
- 4) The fourth level of intervention/management is Body Positioning. By using the correct stance, balance and distance, the staff member can avoid an aggressive movement by the resident. Body positioning can also afford the staff the opportunity to move quickly to hold or restrain the resident if he/she becomes out of control and a danger to himself/herself or others.
- 5) The fifth level of intervention/management is Physical Touch. Like gestural and verbal techniques, physical touch will convey how the staff member or resident is feeling. It will easily show if the person is angry, afraid or in pain. Therefore, physical touch should never be used when the resident is being confronted, or there is a dispute or disagreement with the resident.
- 6) The sixth level of intervention/management is Holding and Restraining Techniques. Holding techniques are used to help guide and support a resident who is cooperative and needs assistance. Holding techniques are only used with residents who are physically unable to perform on their own; i.e., due to intoxication, injury or illness, etc. Restraining techniques are used with uncooperative or aggressive residents in order to restrict or limit their movement. The goal in both holding and restraining residents is to reduce the chance of injury to them and to staff members.
- 7) The seventh and final level of intervention/management is Transporting. This technique is used when it is necessary to move a resident to another location. The techniques are used with cooperative and uncooperative residents.

(Cont.)

RESIDENT MANAGEMENT
POLICY AND PROCEDURE

I. POLICY:

It is McLaughlin Youth Center policy to:

- A. Limit the use of physical force to instances of self-protection, protection of the juvenile or others, prevention of property damage, and prevention of escapes.
- B. Establish appropriate techniques for McLaughlin Youth Center staff to utilize when physically restraining or non-physically managing residents.
- C. Establish that the goal in managing aggressive residents is to reduce the injury to both the residents and staff members by using the least amount of force necessary.
- D. Consistently maintain a "win-win" situation when managing residents.
- E. Physical force is not justifiable as punishment.

II. RESPONSIBILITY:

It shall be the responsibility of each Unit Leader or designee to insure that staff are familiar with these guidelines and knowledgeable in the application of the techniques.

It is the responsibility of the Staff Development Officer to oversee the Mandt System Training Program and assure that all staff members have current certification.

III. PROCEDURE:

- A. It is the responsibility of each staff member at McLaughlin Youth Center to utilize the least amount of physical control needed for each situation. It should be recognized that most physical confrontations can be avoided by developing good relationships with the residents. It will be necessary to intervene in aggressive situations before they reach a crisis proportion. It is the responsibility of each staff member to provide the needed control for both individuals and groups of residents to assure the safety of the residents, the staff and the community.

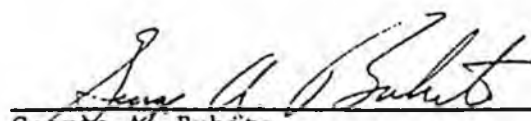
There is a graded system of alternatives listed below, and all staff members need to recognize them.

(Cont.)

INSTITUTIONAL ADMINISTRATIVE INVESTIGATION
POLICY AND PROCEDURE
(Page 5)

15. Youth facility staff and others who have been involved or questioned during the investigation will be informed of the results of an investigation in a manner which does not violate an employee's right to confidentiality.
- A. The manner in which the outcome of an administrative investigation is conveyed to facility staff will be determined by the Superintendent. Generally, the information shall be presented verbally during one or more staff meetings so that facility employees have an opportunity to ask general questions and clarify their concerns. Neither specific investigation details or disciplinary actions may be revealed.
 - B. Other individuals, including facility residents, who have been involved during the course of the investigation may also be informed of the outcome. Such individuals may be given the same level of information as given to facility staff except as required by Alaska Statutes, Administrative Code, or authorized by the Director or designee.
 - C. When a resident has been the alleged victim of complaint or allegation of staff misconduct, the resident will be informed of the investigation outcome.

REVIEWED AND APPROVED BY:



George A. Buhite
Superintendent

/clh

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- be given the opportunity for bargaining unit representation during an interview.
10. During an administrative investigation, the Superintendent and investigative team will consult with the Division's Personnel Officer and may, upon their recommendation, consult with the State's Labor Relations Agency to insure that established personnel procedures are followed.
 11. An administrative investigation and disposition will be expedited to the degree possible, while still assuring a thorough factual examination.
 12. At the conclusion of an administrative investigation, the investigation team shall complete a thorough report outlining the specific complaint(s) or allegation(s), the scope and chronology of the investigation, a summary of evidence and factual information, the findings and conclusions, and any recommended corrective or disciplinary action.
 - A. After review and approval by the Superintendent, the investigation report will be forwarded to the Youth Corrections Administrator, Division's Personnel Officer and the Director.
 - B. All evidence which has been gathered, including recordings or transcripts of fact-finding interviews, will be confidentially secured at the facility and retained for four years.
 13. When an administrative investigation of employee misconduct has been concluded, the employee will be informed of the findings and any consequence or disciplinary action, if warranted. A copy of any disciplinary action shall be sent to the employee's union, the Division of Personnel, the Youth Corrections Administrator, and the Division's Personnel Officer.
 14. An employee who has been the subject of an administrative investigation has the right to confidentiality of substantive disciplinary action.

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