

PREFACE

This Management Review Manual was developed and refined by the Field Administration Division to be used as a tool for assessing the functioning of local agencies under the supervision and oversight of the Colorado Department of Human Services.

Because Management Reviews are complex to administer, and because they can provoke unanticipated responses from the local community, it is important that they be initiated with care.

Therefore, the following process will be used when a management review is considered:

- 1] The decision will be made by a group consisting of:
 - Director of Field Administration
 - The Field Administrator Involved
 - One Additional Field Administrator
 - One Program Representative [if the issue stems from program concerns]
- 2] The problem will be described and analyzed by the group and alternative responses will be suggested and analyzed. Responses remaining after being analyzed will be prioritized.
- 3] Should management review be a top priority, a risk/reward analysis should be conducted to determine possible outcomes, good and bad. An evaluation of the risk and rewards enumerated will be made.
- 4] A decision for management review will be made at this point. In order to proceed, the decision must be unanimous.

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MANAGEMENT REVIEW PROCESS

Introduction

The management review process was developed by CDHS to assist community-based agencies examine and improve their capacity to deliver services at the local level. The process is considered a complimentary and supportive way for CDHS to fulfill its supervisory responsibilities under Colorado's state-supervised, county-administered social services system. It also allows CDHS to assess and improve its own performance.

The Management Review consists of seven major components:

- Administrative Assessment
- Determination of Program Compliance and 'Best Practice' Customs
- Organizational Climate Survey
- Community Assessment
- Consumer Survey
- Facility Assessment
- Assessment of Adequacy of the State System

All, or a portion of the components, may be employed in a review at the discretion of CDHS.

The management review is accomplished through data analysis and an on-site visit to the local agency. Primary methodologies used to ascertain the strengths and weaknesses of the agency's administration and program operation are analysis of agency specific data, interviews, case reviews and observations. The review is designed to reveal the causes of known problems or those identified during the review, thus allowing recommendations to be made that relate directly to the presenting issues.

This manual is divided into three sections:

1. REVIEW PROCESS – A step-by-step description of how a Management Review is conducted, from the point at which a decision is made to conduct a review to the final written report and follow-up.
2. INTERVIEWS/SURVEYS – copies of the basic interview schedules and surveys used in the Management Review process.
3. SAMPLE DOCUMENTS – copies of materials from actual reviews that may be used as a format for future reviews.

The Management Review process was designed to be positive and constructive. It provides decision makers with an objective assessment of the agency's operations accompanied by specific recommendations for enhancements or improvements. In addition, the team seeks out efficient and effective policies, procedures, models and techniques that may be shared with other agencies across the state.

A follow-up will be conducted to learn if the recommendations were implemented, and if implemented, how effective they were at addressing the identified problem.

Goals:

- Assess programs and agencies using consistent criteria and evaluative methods.
- Improve the quality of service delivery in Colorado.
- Analyze problems to determine root causes.
- Identify good program and management practices.
- Respond to crises.
- Fulfill CDHS statutory supervisory responsibilities.
- Provide feedback to CDHS regarding policy development and implementation.
- Provide a tool to assist CDHS staff in working effectively with local agencies.
- Discover and share effective agency practices among other local agencies in Colorado.

Planning

Responsibility

Requests made for Management Review.

CDHS staff, agency directors, Commissioners, community members, political representatives

Examine request – Check with customer to determine the general scope of the review.

Field Administration and program staff

Selection of review team	Field Administration and program staff
Set up planning meeting	Field Administration and program staff Preliminary notification to local agency

Responsibility

Pre-Review Activities

Assigned Field Administrator

Review Team Planning Meeting:

Assigned Team Leader

- Review management project expectations, goals, protocol, and time lines.
- Discuss purpose, scope, and methodology.
- Select staff & community representatives to be interviewed.
- Determine assignments.
- Plan logistics.
- Schedule review.

Meeting with agency director/Board and key program staff

Team Leader and assigned Field Administration

- Discuss management review process.
- Clarify purpose, scope, & methodology.
- Initial planning and logistics
- Clarify customer's needs and wants.
- Targeted time frames identified.

Official letter of notification to the agency director of scheduled review

Team Leader

- State purpose, scope & methodology.
- Confirm dates and times.
- Name review team members.
- Announce entrance interview.
- Request space, information/assistance needed & contact person's name.
- Announce tentative schedule of exit interview.
- Make statement emphasizing constructive nature and value of review.

Determination of content and weight of the Case Review Sample	Team Leader & program staff
Planning and coordination of client satisfaction survey	Assigned Field Administrator & OPI staff
Planning and coordination of organizational climate survey	Designated team member.
Schedule internal and community interviews	Assigned Field Administrator
Travel arrangements & billing for team	Team members
Planning memo & packet to team members	Team Leader
Pre-entrance team meeting	Team Leader

Content of Review

The Program Management Review Process is designed to first identify the causes and effects of problems or conditions that an agency experiences in its operations, and then to develop recommendations that address the cause of the problem or condition. It is intended to be helpful and strengthen the local agencies operations and performance. In general, the process focuses on the agency's overall management by reviewing the four management functions: planning; organizing staff and resources; directing and leading; and monitoring and control. This can be done in terms of the entire organization or just as each function affects the administration of a particular program. Other aspects like facility assessment, community surveys, organizational climate survey, consumer surveys, and impact of state rules and practice are also included.

Since each review is individually designed according to the agency, problems and desired outcomes, the following list of management functions and topics are worthy of consideration but not required in each review. Review of these tasks or functions is undertaken only when an analysis is required to help address the underlying causes of the problems or conditions that interfere with quality service delivery to consumers.

1. Planning Activities
 - Agency Vision and Mission, Scope and Purpose
 - Budget Process
 - Program Development
 - Goals and Objectives
 - Employee Performance Plans
 - Staff Development Plans
 - Agency Training (budget, expenditures, quality and quantity)
2. Organizing Activities
 - Verify Organizational Chart
 - Integration of Agency Functions (fiscal, program, personnel)
 - Division of Tasks
 - Work Flow
 - Job Descriptions
 - Lines of Authority
 - Span of Control
 - Allocation of Resources
3. Directing and Leading
 - Assess Director's and Agency's Leadership
 - Frequency and quality of supervision
 - Local policies and procedures that direct staff
 - Formal and informal communications
 - Purpose, utility, and frequency of agency and unit meetings
 - How decisions are made in organization and by whom
 - Extent of delegation of authority and responsibility
 - Conformance between preaching and practicing
 - Leadership and influence with Board and community
4. Controlling and Monitoring
 - Balanced Scorecard Matrix
 - Performance Evaluations
 - Expenditure/revenue reports and data analysis
 - Agency Case reviews (ARD)
 - Corrective Actions
 - Community input
 - Client satisfaction surveys
 - Organizational Climate surveys
 - Facility assessment
 - Program compliance and best practice implementation
 - Impact of State Rules on local operations
 - Review agency processing of complaints
 - Review of outcome measures
 - Fiscal Audits

Conducting the Review

ENTRANCE INTERVIEW

(Sets the tone for success of Review)

Attendees:

- All Team Members
- Agency Director and Staff of his or her choice; Board Member(s)

Content:

- Make introductions
- Establish positive, constructive tone
- Review purpose, scope, and methodology
- Coordinate media relations and offer sample media policy
- Discuss Organizational Climate Survey and provide copies for distribution to staff
- Schedule exit conference and determine attendees

HOLD TEAM MEETINGS THROUGHOUT THE REVIEW

- Each team member provides daily summary of data to team
- Discuss progress of review
- Identify preliminary findings/recommendations
- Deal with actual or potential problems
- Strategy revisions when necessary
- Handle logistical issues
- Develop content of exit conference

EXIT CONFERENCE (Same attendees)

- Thank local agency participants for cooperation and hospitality
- Explain team's need to analyze data/information prior to a formal presentation of findings and recommendations – Give general feedback and address immediate concerns
- Deal with findings that require immediate attention due to the potential for serious consequences
- Respond to agency questions, concerns, and issues
- Discuss structure of report
- Agree on time frames for completion of the written report
- Coordinate response to the media
- Discuss follow up to the management review

Preparation of Report

POST REVIEW TEAM MEETING

- Schedule meeting after each member prepares preliminary findings and recommendations
- Develop team findings and recommendations for written report
- Plan written report content, format and internal review process
- Set timelines for completion of each task
- Plan strategy to implement findings and recommendations

SUGGESTED REPORT FORMAT

1. Introduction (includes dates, purpose, participants, and methodology)
2. Executive Summary
(Lead with most critical or significant issues first and prioritize each according to their importance).

3. Administration (Findings & Recommendations)
 - Planning
 - Organizing
 - Directing and Leading
 - Monitoring and Control
 - Personnel
 - Fiscal
4. Program Compliance And Practice (Findings & Recommendations)
 - Program Administration
 - Compliance with State rules and federal regulations
 - Quality of Service Delivery
 - Case Record Review
5. Facility Assessment (Findings & Recommendations)
6. Community Assessment (Findings & Recommendations)
7. Organizational Climate Survey (Findings & Recommendations)
8. Consumer Survey (Findings & Recommendations)
9. Assessment Of State System (Findings & Recommendations)

FORMAT FOR FINDINGS AND RECOMMENDATIONS

Each finding should be written as follows (A pre-printed format page will be used by team members to report findings to utilize in preliminary report):

Problem/Condition

What is the problem or condition discovered through the management review process or identified prior to the on site review? Problems or conditions are found or confirmed during the fact-finding phase of the management review.

Criteria

What should be happening? These are the *standards* against which the problem or condition is measured. Statutes, CDHS rules, written goals or objectives, good management principles, best practices, outcomes, state/county data averages, written policies and just common sense are all sources of criteria that can be used to determine what should be happening. For example, a state rule or law might indicate that child protection investigations should occur within certain time frames. This would be the criterion that could be used to determine whether or not a department was in compliance and doing what should be happening.

Effect(s)

So what? What is the result if nothing is done to change the problem or condition? Where is the hurt? This is the detrimental “effect” of the problem or condition. Agencies and staff need to understand the negative outcomes or consequences to them and their customers if the problem or condition is not addressed. Typically, *effects* are what gets people’s attention and motivates them to act on recommendations. Examples of effects are placing family and children at risk, denying benefits to eligible clients, violations of laws, bad press, noncompliance with rule, loss of revenue, financial sanctions, lawsuits, reduced effectiveness and others.

Cause

Why does it happen? A cause is why a problem or condition exists. The cause is what must be corrected to prevent the problem from occurring or reoccurring. Identifying the cause of problems or conditions is critical to making sound recommendations. Some problems have multiple causes that must be addressed. Examples of causes include poor communication, inadequate training, inadequate resources, negligence, poor standards or practices, poor management practices, misdirected priorities, lack of supervision and others.

Recommendation(s)

What should be done about it? This is the recommendation for the finding. The recommendation *must always address the cause(s)* of the problem or condition. The recommendation should be clear, feasible, and reasonable given the resources available to the agency. The recommendation should also honestly address issues. For example, one of the most difficult recommendations deals with personnel changes. The recommendation should also be written in a manner that allows for action steps.

Post-Review Activities

PRELIMINARY REPORT

The preliminary report is mailed to the director and governing board with the preliminary findings and recommendations. A letter is attached giving them a deadline to respond by making any factual corrections or suggested changes. These changes are considered by the Team Leader and after consultation with the team or management, are either incorporated or disregarded.

FINAL REPORT

The Final Report is the official document sent to the agency director and governing board and subject to public release upon request. The attached letter identifies it as the final report with instructions about releasing the information to the public or press. If the review identified any violations of statute or policy, a corrective action is required of the agency and should be part of the report.

MEETING ON FINDINGS AND RECOMMENDATIONS

A good practice is to have the review team members meet with the agency director and governing board after they receive the final report. The meeting helps clarify and emphasize important findings and recommendations and any required corrective action. This is also an opportunity to negotiate any technical assistance or training requested or needed by the local agency. This can be part of the corrective action plan.

CORRECTIVE ACTION

The agency will be required to submit a corrective action plan for approval to the program where the violation occurred. The plan will be reviewed in terms of proposed action and completion dates. Once approved, the agency will implement the plan.

FOLLOW UP

- CDHS staff will provide any training or technical assistance agreed upon at the meeting on the Final Report.
- Program staff or the assigned Field Administrator will monitor completion of the corrective action plan. Once it is completed the corrective action will be closed out.
- Findings and recommendations contained in the Final Report can be the basis for future supervisory meetings between agency staff and the assigned Field Administrator. Support and assistance to the agency to implement the recommendations helps define the Field Administrator's work plan with the agency.

INTERVIEWS / SURVEYS

**ORGANIZATIONAL CLIMATE SURVEY
INSTRUCTIONS.....A**

**ORGANIZATIONAL CLIMATE
SURVEY.....B**

**DIRECTOR /ADMINISTRATOR INTERVIEW
SCHEDULE.....C**

**SUPERVISOR INTERVIEW
SCHEDULE.....D**

**LINE STAFF INTERVIEW
SCHEDULE.....E**

**CLERICAL/SUPPORT STAFF
SCHEDULE.....F**

**COUNTY COMMISSIONER/PUBLIC OFFICIAL INTERVIEW
SCHEDULE.....H**

**CONSUMER
SURVEY.....I**

**FACILITY
ASSESSMENT.....J**

ORGANIZATIONAL CLIMATE SURVEY INSTRUCTIONS

Dear Agency Staff Member:

The Colorado Department of Human Services is conducting a Management Review of your agency. As a part of the review, we are assessing the organizational climate (health) of the agency. We are interested in your perception of the agency's level of functioning in such areas as management, decision-making, communication, and quality of work life.

Please complete the attached survey and return it to us. **DO NOT INCLUDE YOUR NAME.**

The Survey has been designed to require a minimum amount of time for completion; however, you are encouraged to make comments. We would especially appreciate your comments on those items rated #5.

ALL THE INFORMATION RECEIVED WILL BE HELD IN STRICT CONFIDENCE.

DATA GATHERED WILL ONLY BE SHARED IN A GENERAL NON-IDENTIFYING MANNER TO ALLOW THE ISSUES TO BE IDENTIFIED AND ADDRESSED.

DEPOSIT YOUR COMPLETED SURVEY IN THE LOCKED BOX(S)
LOCATED AT _____

NO LATER THAN _____

OR
MAIL TO:

COLORADO DEPARTMENT OF HUMAN SERVICES

Office of Performance Improvement

Field Administration Division
1575 Sherman Street - 8th floor
Denver, Colorado 80203

NO LATER THAN _____

THANK YOU FOR YOUR COOPERATION

DIRECTIONS: PLEASE CIRCLE THE ANSWER THAT BEST REPRESENTS YOUR PERCEPTION.

Answer Key: 1=Strongly Agree 2=Agree 3=Not Sure 4=Disagree 5=Strongly Disagree

Statements		Answer
15. I trust my supervisor	1	2
16. My supervisor is approachable with issues.	1	2
17. My supervisor is a source of help/support.	1	2
18. I receive regular feedback on my performance.	1	2
19. My supervisor cares about me as a person.	1	2
20. I receive recognition/praise for work well done.	1	2
21. Training and staff development are encouraged.	1	2
22. Personnel matters are handled fairly.	1	2
23. I believe the agency has good working relationships with other community agencies.	1	2
24. The agency serves customers well.	1	2
25. My morale is high.	1	2
26. Agency morale is high.	1	2

WERE THESE QUESTIONS CLEAR? YES NO LIST UNCLEAR Nos
NUMBERS UNCLEAR

Add any comments you wish to make below or on the back, particularly those marked 1 or 5

MANAGEMENT REVIEW INTERVIEW SCHEDULE

DIRECTORS AND ADMINISTRATORS

Name _____, Length of Time: Unit and Agency _____, Current Position _____, Number of Supervisees _____, Programs Supervised _____.

1. What is the Agency's mission? How is it articulated throughout the agency? How do you know this vision is actually being carried out in the agency?

2. What are the written goals and objectives of the agency?

3. Please review how your organizational chart is structured?

4. Describe the planning and budget process.

5. Describe your system for monitoring expenditures.

6. What orientation is provided to new staff? What is the process and content?

7. Does the agency have a staff development plan? If so, what is it?

8. What ongoing training have you arranged for yourself, administrators, supervisors and workers?

9. How do you formulate policies and procedures and insure that they are implemented?

10. Are state staff manuals available to you, and do you have the ability to access state rules and agency letters through the internet? How do you assure they are updated and used according to agency expectations?

11. How do you set expectations for staff performance? How do you monitor performance?

12. Describe your use of management meetings (frequency, content, agenda setting, attendees, etc.).

13. Do you have regularly scheduled individual conferences with the people you supervise? Please describe these.

14. Is there a specific process that assures all cases are reviewed internally? How is this monitored?

15. Are computers available to all appropriate staff? How is staff trained for their use?

16. Are you aware of the budget and expenditures of your agency or unit? How is it monitored and how do you keep your staff informed of the status?

17. Is your staff well trained in the use of the automated reporting system?

ADMINISTRATORS ONLY

18. Describe the Director's management style and the positive and negative effects it has on staff and agency operations.

19. If you had the authority, is there anything that you would change about this agency?

20. Do you have suggestions that would improve services to the clients?

Date _____ Interviewer _____

MANAGEMENT REVIEW INTEVIEW SCHEDULE

SUPERVISOR

Name _____, Length of Time: Unit and Agency _____, Current Position _____, Number of Supervisees _____, Programs Supervised _____.

1. What is the Agency's mission?

2. Do you have written policies and procedures, which guide you in your work? How clear are they, and are they routinely followed?

3. Do you and the staff that you supervise have access to the state rules/agency letters through the internet?

4. How do you implement the information you receive in Agency Letters/Rules Transmittals?

5. Describe the supervision you receive - it is adequate?

6. Describe your role in monitoring expenditures.

7. What orientation do you provide to new staff?

8. What training is provided to new as well as seasoned staff?

9. Do you feel you receive adequate training to do your job? If appropriate, what additional training do you need?

10. Do you have regularly scheduled conferences with your supervisees? How often?

11. What are your performance expectations for staff? How do you communicate with them?

12. How do you monitor individual performance of your supervisees?

13. Do you have unit meetings with your staff? How often? What is the content? Who establishes the agenda?

14. Does your supervisor hold group meetings with his/her supervisees?

15. What is your process for assigning cases, reviewing cases and closing cases?

16. Do you feel there is good communication between your unit and other units within the agency? If not, why not?

17. How do you participate in agency decision-making?

18. Do you have suggestions that would improve services to the clients?

19. If you had the authority, what changes would you make in the agency?

Date _____ Interviewer _____

MANAGEMENT REVIEW INTERVIEW SCHEDULE

LINE STAFF

Name _____, Length of Time: Unit and Agency _____, Current Position _____, Number of Supervisees _____, Programs Supervised _____.

1. What is the Agency's mission?

2. Do you have written policies and procedures which guide you in your work? What are they?

3. Do you have access to local policy guidelines and State Staff Manuals materials, and do you have access to manuals and Agency Letters through the Internet?

4. Describe the supervision you receive - does it meet your needs?

5. Who reviews your cases? (Please note how and when as well).

6. Do you have regularly scheduled conferences with your supervisor? How are they done and are they helpful to you?

7. Do you have unit meetings? Describe them and are they helpful?

8. Did you receive an orientation when you were hired (if hired by this agency)? If so, please describe the process and content.

9. Do you think you receive adequate training to do your job? If appropriate, what additional training do you need?

10. How are you trained on automated systems?

11. Do you think you have an opportunity for promotion within the agency?

11. Do you feel there is good communication among staff in the agency?

12. Does the administration give you an opportunity to provide input into decisions? If so, how?

14. Do you have suggestions that would improve services to the clients?

Date _____ Interviewer _____

MANAGEMENT REVIEW INTERVIEW SCHEDULE

CLERICAL/SUPPORT STAFF

Name _____, Length of Time: Unit and
Agency _____, Current Position _____, Number of
Supervisees _____,
Programs Supervised _____.

1. Do you have written policies and procedures that guide you in your work? What are they? Are they clear and adequate?

2. Describe the supervision you receive - is it adequate?

3. Do you have regularly scheduled conferences with your supervisor? How are they done and are they helpful to you?

4. Do you have unit meetings? Describe them and are they helpful?

5. Did you receive an orientation when you were hired (if hired by this agency)? If so, please describe the process and content.

6. Do you think you receive adequate training to do your job? If appropriate, what additional training do you need?

7. From your perspective, is communication within the agency good? If not, what would improve it?

8. Do you think you have an opportunity for promotion within the agency?

9. Do you have adequate equipment and supplies to perform your job? If not, what do you need?

10. Do you have suggestions that would improve services to the clients? How have you communicated these?

Date_____ Interviewer_____

MANAGEMENT REVIEW INTERVIEW SCHEDULE
COUNTY COMMISSIONER/PUBLIC OFFICIAL

Interviewee _____

Position _____

1. How long have you been associated with this agency?

2. What is your involvement with the agency?

3. What is your impression of the effectiveness of this agency?

4. What experiences have you had that lead you to your impression?

5. What are the strengths and weaknesses of this agency?

6. In your opinion, how is this agency perceived by other community agencies?

By the public?

7. What do you think this agency could do to strengthen its relationship with the public or other community agencies?

8. In your view, how well are programs operated?

9. What kind of complaints or concerns have been brought to you by members of the community?

10. Do you have any suggestions that would improve services to clients?

11. Do you have any suggestions that would improve the agency?

12. How do you know the director is doing a good job? (For example, does he/she meet with the BOCC regularly? Does he/she review financial documents with you so you understand? Are caseload totals, trends and problems explained to you? How do you supervise the director? Is the director responsive and does he/she demonstrate knowledge and understanding?)

Date _____ Interviewer _____

MANAGEMENT REVIEW INTERVIEW SCHEDULE

COMMUNITY AGENCY

Interviewee _____

Position _____

1. What is your involvement with the agency?

2. What is your impression of the effectiveness of this agency?

3. What experiences have you had that lead you to your impression?

4. What are the strengths and weaknesses of this agency?

5. Please describe the referral process to this agency. Is the agency responsive to your referrals?

6. Does the agency make appropriate referrals to your agency?

7. Do you have any suggestions that would improve the services provided by this agency?

8. Have you had conflicts with this agency? If so, how have the conflicts between been resolved?

Date _____ Interviewer _____

STATE HUMAN SERVICES CONSUMER SURVEY

PLEASE CIRCLE YOUR ANSWERS AND RETURN THIS FORM TO THE COLORADO DEPARTMENT OF HUMAN SERVICES, OFFICE OF PERFORMANCE IMPROVEMENT, DIVISION OF FIELD ADMINISTRATION, 1575 SHERMAN STREET, DENVER, COLORADO 80203 BY _____.

YOUR RESPONSE TO THIS QUESTIONNAIRE WILL HELP US EVALUATE THE SERVICES PROVIDED.

1. How would you rate the helpfulness and courtesy of the staff?

Excellent	Good	Average	Fair	Poor	N/A
-----------	------	---------	------	------	-----

2. How would you rate the timeliness of the services you received?

Excellent	Good	Average	Fair	Poor	N/A
-----------	------	---------	------	------	-----

3. Do you think you received a clear explanation of the eligibility requirements and services you applied for?

Excellent	Good	Average	Fair	Poor	N/A
-----------	------	---------	------	------	-----

4. If you have had complaints, were your complaints handled properly?

Excellent	Good	Average	Fair	Poor	N/A
-----------	------	---------	------	------	-----

5. How was the quality of service provided to you?

Excellent	Good	Average	Fair	Poor	N/A
-----------	------	---------	------	------	-----

6. How would you rate this agency on an overall basis?

Excellent	Good	Average	Fair	Poor	N/A
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7. What services did you receive?

8. What did you like best about the services you received?

9. What did you like least about the services you received?

THANK YOU FOR YOUR RESPONSE. YOUR COMMENTS WILL MAKE A DIFFERENCE.

MANAGEMENT REVIEW INTERVIEW SCHEDULE

FACILITY ASSESSMENT

Note: Use N/A if factor is not applicable

YES	NO	FACTOR	COMMENTS
		Building basically adequate for its use?	
		Building generally clean?	
		Doors and hallways wide enough for handicapped accessibility?	
		Ramps and elevators for use in place of stairs?	
		Bathrooms have levered controlled handles on sinks, Wheel-chair wide booths, & raised toilets with grab bars?	
		Elevator doors low enough for person in wheelchair (35" to 48"); door width minimum of 36"?	
		Exits clearly indicated?	
		Temperature moderate? Ventilation adequate?	
		Lighting adequate?	
		Designated smoking areas?	
		Outside identification signs adequate? Inside directional signs adequate?	
		Handicapped parking available?	
		Client parking adequate? Staff parking adequate?	
		Client restrooms clean and convenient?	
		Staff restrooms clean and convenient?	
		Space for reception area adequate?	
		Reception area furniture adequate? In good repair?	
		Number of client interview rooms adequate? Confidential?	
		Telephone available to clients?	
		Mandated program postings in reception area?	
		Child care facilities available?	

YES	NO	FACTOR	COMMENTS
		Community services information available in reception area?	
		Staff work space adequate?	
		Supervisors' offices confidential?	
		Director's office confidential?	
		Office furniture adequate? Serviceable and in good repair?	
		Meeting space adequate? Available?	
		Meeting space adequately furnished?	
		Staff lunch break facilities available?	
		Telephone system capacity adequate? Number of telephones adequate?	
		Appropriate office equipment available?	
		Office supplies adequate? Available?	
		Adequate computer access? Adequate number of terminals?	
		Adequate access to state systems? CFMS? CBMS? CYF? ACSES? CHATS?	
		Staff email available? Connected in LAN?	
		Do staff have Web access?	
		Record storage adequate? Confidential?	
		Client records easily accessible to staff?	
		Security system available?	

DATE: _____

INTERVIEWER: _____

SAMPLE DOCUMENTS

- **Letter of Notification to the Director**
- **Schedule of Interviews**
- **Findings and Recommendations Worksheet**
- **Cover Letter for Preliminary Report**
- **Report Excerpts**
- **Press Release**
- **Media Policy**

STATE OF COLORADO

COLORADO DEPARTMENT OF HUMAN SERVICES

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Denver, Colorado 80203-1714
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Bill Owens
Governor
Marva Livingston
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Executive Director

SAMPLE

April 10, 2001

Current, Director
Franklin County Department
of Social Services
363 Franklin Street
Franklin, CO 80000

Dear Director:

This letter will confirm our telephone conversation of April 14, 2001, regarding Franklin County's forthcoming Foster Care Management Review which is scheduled for April 29-30, 2001.

As we discussed, the purpose of the review is to assess the overall administration of your Foster Care Program. It is designed to be a positive, constructive effort which will provide you information to help you in assessing your program planning, making management decisions and hopefully impacting your foster care over-expenditure situation. As I stated, an additional goal of these reviews is to become aware of effective processes and techniques being employed to manage foster care and share these with other counties.

The State Review Team will consist of:

Elaine Huffman - CDHS Field Administrator- Team Leader

Jim Snyder - CDHS Field Administrator

Thomas J. Perkins - CDHS Field Administrator

Linda Amory – CDHS Field Administrator

Jacqueline Sinnett – Child Welfare Services, Foster Care

The review itself will include review of some records, but will primarily consist of extensive interviews concentrated in three areas:

- Agency administration, supervisory staff, and workers.
- Community individuals involved with foster care.
- Workers relative to the permanency plans for children in placement for one (1) year or more.
- Placement Alternative staff and programs

County Director
April 10, 2001

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During our earlier conversation, we agreed on the scheduling of the entrance conference for 8:30 a.m., April 29, and the exit conference for April 30, 2001. Please let me know if these times are not accurate or need to be adjusted. Feel free to invite any staff that you feel appropriate to these meetings.

As we discussed, there are several areas in which we will need your assistance:

- A private area for our base of operation.
- Additional interviewing rooms, if possible.
- A copy of any additional policies and procedures relative to the administration of the Foster Care Program.
- Scheduling of the interviews for both agency staff and community representatives. (Interviews will generally last for one (1) hour, however, we should probably plan on an hour and a half for you and your Child Welfare Services Administrator. It would also be helpful if you could schedule 10-15 minutes between interviews to allow the interviewer to summarize their findings.
- A listing of persons to be interviewed, time, place and directions if indicated would be helpful to us.
- Your recommendation for a luncheon Restaurant which will be fast and provide some kind of privacy for discussion.
- The name of a person on your staff who we could contact about any unforeseen issues which may come up.

I want to compliment you on the comprehensive background data you have provided. It is obvious that you are very concerned about your Foster Care Program and have spent a great deal of time and effort monitoring its status. I will make your package available to all of the team members.

I also appreciate the list of specific questions you would like to have addressed. As I stated in our conversation, we will respond to your concerns to the extent possible. However, we will need to maintain the established review approach to ensure the consistency of county reviews and provide a basis of some comparison. It is clear from my review of our questions that we will address at least four (4) of your specific concerns. I want to assure you that the State is committed to providing assistance to you beyond this review, both through your Field Administrator and other State resources. Your Field Administrator can work with you in assessing any additional needs following the completion of this review.

I will be in contact with you by telephone if there are any additional issues. Please feel free to contact me with any questions or suggestions you may have which will make this review more effective or meaningful to you and your staff.

County Director
April 10, 2001
Page 3

Thank you for the work you have already done on this review. Your cooperation, commitment and positive attitude are obvious and appreciated. We are looking forward to the review and the opportunity to get to know you, your staff and your programs better. This is a real opportunity for a partnership which will be beneficial to everyone, not the least of whom are the children who are in need of services during this time of limited resources.

Sincerely,

Elaine M. Huffman
Social Services Field Administrator
Field Administration Division

EMH: gm
cc: K.C. Robbie
Sheila Aderman

SAMPLE

Franklin County Program Management Review Schedule

Monday, September 18, 2000

Time	Tom Perkins	Jim Snyder	Linda Amory	Dennis Fisher
1:00 to 2:00 p.m.	Team Meeting in Newark	Team Meeting in Newark	Team Meeting in Newark	Team Meeting in Newark
2:00 to 3:00 p.m.	Travel to Hoboken	Travel to Hoboken	Travel to Hoboken	County Acct Legs Diamond
3:00 to 4:00 p.m.	Staff Interview Shirley Burley DHS	Holyoke Police Chief Barney Fife	CPT member	Jack Straw DHS Hoboken
4:00 to 5:00 p.m.	Staff Interview Nancy Fancy DHS	First Steps Baby Deer Hugs, Fay Wray	CPT member	County Atty Lucky Luciano Hoboken
5:00 to 6:00 p.m.	Travel to Newark	Travel to Newark	Travel to Newark	Travel to Newark
6:00 to 7:00 p.m.	Team Dinner Meeting	Team Dinner Meeting	Team Dinner Meeting	Team Dinner Meeting

Tuesday, September 19, 2000

Date	Tom Perkins	Jim Snyder	Linda Amory	Dennis Fisher
7:00 to 8:00 a.m.	Team Breakfast meeting	Team Breakfast meeting	Team Breakfast meeting	Team Breakfast meeting
8:00 to 9:00 a.m.	Travel to Hoboken	John Klein MH in Newark	Travel to Hackensack	Travel to Newark
9:00 to 10:00 a.m.	Staff Interview Bonnie O’Ronny, Senior Services Coordinator	Public Health Nurse, Jane Fuzzywuzzy Newark		County Commissioner Jack Flash
10:00 to 11:00 a.m.	Read Adult Records	Travel to Hoboken	Travel to Hoboken	County Commissioner Keith Richard
11:00 to 12:00 Noon	Read Adult records	Heather Giauque, MH Hoboken	Holyoke School Superintendent Bill Black	County Administrator Randy Junebug
12:00 to 1:00 p.m.	Team Lunch	Team Lunch	Team Lunch	Team Lunch
1:00 to 2:00 p.m.	Travel to Paramus	Travel to Paramus	Travel to Wray	Travel to Paramus
2:00 to 3:00 p.m.	Meet with Tom Eastrip & SteveBreathin	Meet with Tom Eastrip & SteveBreathin	Meet with Tom Eastrip & SteveBreathin	Meet with Tom Eastrip & SteveBreathin
3:00 to 4:00 p.m.	Travel to Hoboken	Travel to Hoboken	Travel to Hoboken	Travel to Hoboken
4:00 to 5:00 p.m.	Read records		CPT Team member	County Commissioner Jim Morrison
5:00 to 6:00 p.m.	Travel to Newark	Travel to Newark	Travel to Newark	Travel to Newark
6:00 to 7:00 pm	Team dinner	Team Dinner	Team Dinner	Team Dinner

Wednesday, September 20, 2000

Time	Tom Perkins	Jim Snyder	Linda Amory	Dennis Fisher
7:00 to 9:00 a.m.	Team Breakfast meeting	Team Breakfast meeting	Team Breakfast Meeting	Team Breakfast meeting
9:00 to 12:00 noon	District Directors meeting	District Director's meeting	District director's meeting	District Director's meeting
12:00 to 2:00 p.m.	Lunch and post meeting with Tom Eastrip & Jack Straw	Lunch and post meeting with Tom Eastrip & Jack Straw	Lunch and post meeting with Tom Eastrip & Jack Straw	Lunch and post meeting with Tom Eastrip & Jack Straw

Management Review Worksheet for Findings and Recommendations

Agency _____ Reviewer _____

Type of Finding _____ Finding # _____
 (e.g., management, program, facility, community, organizational climate survey, & etc.)

Issue	Comments
<p>Problem/Condition What is the problem or condition identified during Review?</p>	
<p>Criteria What should be happening? What are the standards used for comparison? (laws, rules, best practice)</p>	
<p>Effect What is the result if nothing is done to change the problem or condition? What is the harm or negative outcome of the problem?</p>	
<p>Cause Why does the problem or condition exist? What factors contribute directly to problem(Cause must be addressed in order to prevent the problem from continuing or reoccurring.)</p>	
<p>Recommendation What should be done about the problem or condition? (the recommendation should always address the cause.)</p>	

October 30, 2000

Able Reason, Chair
Franklin County Board of Commissioners
P.O. Box 123
Holycow, Colorado

SAMPLE

Dear Commissioner Reason:

Attached is the draft report on the Program Management Review of the Franklin County Department of Social Services conducted by the Colorado Department of Human Services September 18-20, 2000. The Review Team from the Office of Children, Youth and Families, and the Office of Performance Improvement reviewed your adult and child protection services and the child welfare program. The Team made 17 individual findings with various recommendations. Please review them all carefully for any factual errors. If you find any errors, or have concerns about any of the findings or recommendations, please indicate them in writing to Field Administration Division, 8th Floor, Attn: Tom Perkins, 1575 Sherman Street, Denver, Colorado 80203. You have 10 days from the receipt of this letter to respond with any factual or suggested changes. The Team will consider your comments before issuing a Final Report that will be made public.

The Team appreciates your cooperation and candor in discussing these sensitive issues with us. Your comments and perspective were invaluable in helping the Team arrive at its findings and recommendations. We were particularly impressed with your quick and decisive action in dealing with the staffing crisis in August 2000 that left the county without the capacity to provide mandated child welfare and adult protection services. We strongly support your decision to contract with the Yoda County Board of Commissioners to provide child welfare services and emergency adult protection services through their county department and your decision to hire Hannibal Lecture to handle all other matters. We encourage you to utilize Mr. Lecture's extensive knowledge and experience as a county director to develop effective reporting and information systems that will keep the Board informed of all critical functions and activities of the county department. The reporting process should keep the Board apprised of the activities of the agency, including successes, failures and cost associated with essential service provision.

Team members were also impressed with the way that Yoda County Department of Social Services has provided the contracted services. The Yoda County caseworker has been on the job for six months and his work has been excellent. He needs and has received close supervision from the well-respected and highly qualified supervisor from Yoda DSS. In all of the referrals, the worker from Yoda faxes the case information to the supervisor, who reviews it and advises accordingly. This procedure is a nice additional safeguard for safety. We hope that Yuma continues to build on the strength of this model.

The Team is looking forward to meeting with you to discuss the Final Report.

Sincerely,

Thomas J. Perkins, Field Administration Division

James Snyder, Field Administration Division

Cc Sheila Aderman, Manager of OPI
K.C. Robbie, Director, Field Administration Division
Hannibal Lecture, Acting Director, Franklin DSS

November 15, 2000

Able Reason, Chairman

Franklin county Board of Commissioners
P.O. Box 123
Holycow, Colorado

Dear Commissioner Reason:

Attached is the Final Report on the Program Management Review of the Franklin County Department of Social Services conducted by the Colorado Department of Human Services September 18-20, 2000. Thank you for the comments and corrections you made regarding the draft report sent to you on October 30, 2001. We made the suggested corrections on the spelling of Chief J. Eddie Hoover's name and yes, we do realize the former director of the FBI has been dead for over 20 years.

We carefully considered your comments about the Merit System transition plan and have incorporated the county administrator's clarification into the report. A team member should have asked him for his perspective on the issue before making the findings.

The Final Report is now a public document and, as such, can be released by our department and yours to the media or any citizen requesting a copy. Anyone interested in obtaining a copy from the State Department of Human Services can contact Liz McDonough, Public Information Officer, at 303-866-5822. We charge 50 cents a page for copies.

Thanks again for all of your support and assistance in conducting the review. We appreciate the opportunity to meet with the acting director and County Board on December 1, 2000, to discuss the final report and follow-up activities.

Sincerely Yours,

Thomas J. Perkins, Field Administration Division

James Snyder, Field Administration Division

Cc Sheila Aderman, Manager OPI
K.C. Robbie, Director, Field Administration Division
Hannibal Lecture, Acting Director Franklin County DSS

FRANKLIN COUNTY PROGRAM MANAGEMENT REVIEW

SAMPLE EXCERPTS

Purpose of Management Review

Due to resignations in August 2000, Franklin County Department of Social Services lost all of the casework staff, including the half-time director. As a result, the department was unable to meet its statutory responsibilities to provide child welfare and adult protection services to residents in Franklin County. The Field Administration Division through Dennis Fisher, Administrative Specialist, and Linda Amory, Children, Youth, and Family Specialist, met with the County Board of Social Services and the County Administrator on August 17, 2000, to discuss possible options. The options included replacing the former director and staff, or contracting with another agency with the capacity to provide the mandatory services.

The Board elected to contract with the Yoda County Board of Commissioners to have the Yoda County Department of Social Services (DSS) provide both emergency adult and child protection and ongoing child welfare services. Yoda DSS will accomplish this with 0.2 of a supervisor and one full-time caseworker. The contract is effective August 17, 2000 to December 31, 2000. The Board also hired Hannibal Lecture, former Lunar County Department of Social Services Director, as the acting director to assist them in hiring qualified staff and oversee all other county responsibilities not covered in the contract with Yoda County. Mr. Lecture's contract is effective September 1, 2000 through October 31, 2000, and can be extended by mutual agreement.

As part of the contract, the Colorado Department of Human Services (CDHS) was requested to conduct a program management review of both the adult protection and child welfare program. This review was intended to evaluate the capacity and competence of the county program prior to August 17, 2000, and to provide recommendations to the Board to improve the quality and enhance program capacity.

The director of Yoda County Department of Social Services, also wanted this baseline data in order to evaluate his agency's performance during the duration of his county's contract and limit liability for any decisions, acts or omissions made by the former staff.

Expected Outcomes

CDHS, through the Field Administration Division of the Office of Performance Improvement and the Child Welfare Division, agreed to conduct a program management review September 18-22, 2000, in order to provide the Board, contractor, and acting director a written report of the following:

1. The local community's perception of the competence of the Franklin County DSS services staff in the performance of their duties prior to August 17, 2000 and recommendations made by the parties interviewed;
2. Findings by the Review Team of the competence, responsiveness, qualifications, and professionalism of the Franklin County DSS staff prior to August 17, 2000;
3. Specific recommendations to the Board and acting director related to the findings that address leadership, Board policy, supervision, staffing, and training.

Methodology

A program management review of adult and child welfare services is the process that CDHS used to develop its findings and recommendations. The following components are part of the review process:

- ⇒ Key respondents are interviewed by team members for information about the operation, procedures, relationships, skill level, knowledge and dedication of DSS staff in performing program functions in adult protection and child welfare services. Court officials, law enforcement officers, attorneys and probation are interviewed about investigations and legal interventions. The Board, staff and other county officials are interviewed about DSS responsibilities, policy, procedures, relationships and training needs. Community members and agency professionals comment on staff competence, skills, and relationships. Adult and Child Protection Team members address team functioning, relationships, overall competence and their training needs. Providers and clients primarily respond to how they have been treated by DSS staff. The Review Team obtained respondents' names from the Acting Director, staff and the contractor.
- ⇒ Pertinent documents, information and data are studied to determine administrative policy, procedures and practice.
- ⇒ Open and closed case files were read to determine compliance with rules and identify practice issues.

TEAM MEMBERS:

Tom Perkins, East Slope Team Leader for Field Administration, Adult Specialist
Jim Snyder, West Slope Team Leader for Field Administration, CYF Specialist
Linda Amory, East Slope Team Member for Field Administration, CYF Specialist
Dennis Fisher, East Slope Team Member for Field Administration, Administration Specialist
Janet Motz, Program Specialist for Child Welfare Division

FRANKLIN AND YODA COUNTY OFFICIALS AND STAFF INTERVIEWED:

Able Reason, Franklin County Commissioner
Thomas Sawyer, Franklin County Commissioner
A. Huck Finn, Franklin County Commissioner
Razor Witt, Franklin County Administrator
N. Picker, Franklin County Attorney
Darryl DeBadge, Franklin County Sheriff
Hannibal Lecture, Acting Director, Franklin County DSS
April Nearlyright, Accountant, Franklin County DSS
Berlie Whisper, Case Manager, Franklin County DSS
Prudence Worker, Case Manager, Franklin County DSS
Lisa Dinero, Child Support Worker, Franklin County DSS
Mitch Worthy, Director, Yoda County DSS
Les Brighthour, Services Supervisor, Yoda County DSS
Liz Glassmaker, Caseworker, Yoda County DSS
Steve Newbie, Caseworker, Yoda County DSS

AGENCY PROFESSIONALS AND OTHER OFFICIALS INTERVIEWED:

J. Eddie Hoover, Chief, Holycow Police Department, Child Protection Team Member
Dan Deadlock, Probation Supervisor for 101st Judicial District
Judge Major Wisdom, 101st Judicial District Judge
N. Line, County Deputy Sheriff and Child Protection Team Member
Ursula Oso, First Steps and Baby Bear Hugs, Child Protection Team Member
Hans Helper, PhD., Director Surreal Mental Health Center
Vera E. Kind, Surreal Mental Health Program Director
Winnie Vunderkind, Guardian Ad-Litem
Margaret Racchet, Public Health Nurse, Franklin County, Child Protection Team Member
Ernest Learner, Superintendent, Holycow School District
George Goodfellow, Senior Services Coordinator - Adult Protection Team Member
Vera Sharp, Hilltop Hospital Administrator – Adult Protection Team Member
Dr. Livingston, Holycow Physician
Shure Rescue, Victim Advocate and Child Protection Team Member

CLIENTS AND OTHERS INTERVIEWED

The Team also interviewed several clients and several contract providers.

DOCUMENTS REVIEWED

Child Welfare Intake Log
County Personnel Manual
County Supplemental Personnel Policy for DSS Employees
County Merit System Transition Plan
County Self-Assessment of Adult Protective Services Program
Caseload Data Provided by CDHS Program staff

CASE REVIEW

The Team reviewed 11 child welfare cases, 7 open and 4 closed.

ADMINISTRATIVE FINDINGS

FINDING No. 1: *The former social services director did not effectively lead the county staff, nor provide adequate child protection services.*

Problem or Condition:

The previous director was employed as half-time director and half-time caseworker. She was not adequately trained and did not perform either of her duties as caseworker or director effectively.

Criteria

There shall be established in each county, a county department of social services which consists of a County Board, a county director, and such additional employees as necessary for the efficient performance of public assistance and social services...CRS 26-1-115 (1).

The county director should have a sufficient knowledge base to enable him or her to carry out the responsibilities of the job such as, budget and finance; social service laws and regulations; the skills to work with people; good judgment in decision-making, problem-solving and management; skills in supervision; and the ability to provide good leadership. (Best Practice)

Effect

The department is poorly operated, clients are not properly served, children are not protected, parents' rights are violated, rules are not followed and Board of Social Services incurs serious liability.

Cause

County Board did not select a competent, qualified director and expected her to do a full-time job as half-time director. They did not place significant importance or value on the director's position by paying less than the position warranted and by selecting someone too inexperienced to handle the job.

Recommendation No. 1: The job of Director should be filled as a full-time position. Since this position is so critical to the effective operation of the county department and the child welfare program, The Board should begin efforts now to recruit and select an experienced human services manager who can work comfortably and effectively with the Board, County Administrator and staff.

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CHILD PROTECTION FINDINGS

FINDING No. 9: There has not been adequate professional supervision of the child welfare programs for Franklin County DSS.

Problem/Condition

The director as supervisor was not qualified or trained as a child protection supervisor.

Criteria

Vol. 7.000.6 County Responsibilities

N. The county department shall ensure that newly hired or promoted social services supervisors...shall complete mandatory supervisory training within six months.

Effect

Bad decisions about children and families will continue with increased liability.

Cause

County Board of Social services did not hire qualified supervisor or give her adequate time to complete job.

Recommendation No. 9: *Ensure qualified supervision through paid staff or contracted services.*

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ADULT PROTECTION SERVICES

FINDING No. 16: *Adult Protective services in Franklin County were not provided before and after previous director's employment.*

Problem

All adults over 18 residing in Franklin County were without adequate protection during the times staff were not specifically assigned to provide Adult Protective Services.

Criteria

Every county department must intervene on behalf of at-risk adults age 18 and over to correct or alleviate situations that cause problems. (CRS 26-3.1-101)

Effect

Adult residents were without adequate protection from abuse, exploitation, and neglect. County was highly liable.

Cause

County Board did not assure that trained staff were hired to provide this service.

Recommendation No. 16: *Provision of a mandated service like Adult Protection should not depend on the personal commitment of an individual caseworker. The agency must develop the capacity to provide this service with available staff. In the absence of the regularly assigned worker, other casework staff need training to provide emergency services. If the new director does not have a background in adult services, the director should attend the training as well. This gives him or her more information and knowledge about the program and leads to better supervision and leadership.*

CLOSING STATEMENTS

1. Child protection cases require skilled assessment/investigation and intervention. These are the cases that, if mishandled, can lead to tragedy and can put the county at the most risk of successful lawsuits. Casework without strong supervision places the county at serious risk for legal action.
2. In human services, people are the primary resource for the provision of services to the public, so it is important to select competent and well-trained staff. It is less costly in the long run to provide adequate compensation, benefits, and incentives to keep good professional staff than it is to deal with turnover.
3. The decision by the Board of County Commissioners in August 2000 to contract with Yoda County for the provision of essential child welfare and adult protection services, and the subsequent decision to hire the acting director, demonstrates the Board's understanding and appreciation of the critical nature of these services to the citizens of Franklin County. This represents a turn around from earlier views of the county department and its role in the community. With this kind of leadership and commitment, the Review Team is optimistic that all of the issues identified in this report can be addressed.

Press Release on Franklin County DSS Management Review

November 15, 2000

The Colorado State Department of Human Services released a report today critical of Franklin County Department of Social Services' management of child welfare and adult services. The report was the result an onsite review of the department conducted on September 18-22, 2000, after the county director and all of the casework staff quit in early August to protest poor salaries and working conditions.

In response to the crisis, the County Board of Commissioners met with state officials on August 17 and elected to contract with Yoda County DSS to provide the critical children and adult services to citizens of Franklin through December 2000, until they could hire a new director and casework staff. They also hired Hannibal Lecture, an experienced director retired from Lunar County, as the acting director. In the meantime, they requested the state department assist them by conducting the review and sharing findings and recommendations with the board to guide the commissioners in their decisions.

The department sent five staff to interview the remaining staff, the County Commissioners, community officials and school personnel. They reviewed state and county program data, read case files and talked to some clients. The state team found several violations of state law and agency rules that had put the citizens of Franklin County at risk. Here is a summary of key findings:

- The former director was expected to serve as both director and a caseworker. Her experience and training were not sufficient to do justice to either responsibility. The state recommended the Board hire a qualified full-time director.
- The child welfare program needs strong professional supervision. The state recommended the Board hire a qualified person at a competitive salary or contract for these services.
- Qualified casework staff need to be hired at competitive salaries.

Copies of the report can be obtained from Liz McDonough, CDHS Public Information Officer, at 1575 Sherman Street for \$.50 per page.

Sample Media Policy

Franklin County Public Information Policy

Policy Statement

In order to enhance public awareness, assure accuracy of information and promote an understanding of the programs and services of the Franklin County Department of Social Services, a public information program shall govern the release of public information to the media, other agencies, and to individuals. The director shall be responsible to inform the public and media of events that are within the agency's direct responsibility. Requests for information from federal, state and local representatives of the Legislative, Administrative, or Judicial branches of government shall be responded to promptly and with due regard to privacy statutes and confidentiality of client information. The Franklin County Public Information Policy shall be reviewed and approved by each new convening Board of County Commissioners/Board of Social Services.

Definitions

Client Records are defined, for the purposes of this policy, to mean the personal case records of individuals who have been referred to, or in any way, served by the Franklin County Department of Social Services. This includes all records that are in the custodial care of the department, or are made available to the department as a result of an application for services, a referral, an investigation, a service delivery or any other reason.

Public Records are records or other documentary materials, regardless of form or characteristic, which are made, maintained, or kept by the Franklin County Department of Social Services for use in the exercise of the functions required of the department.

Procedures

A. Public Information Officer:

The Director of the Franklin County Department of Social Services shall routinely serve as the Public Information Officer for the agency and shall be responsible to coordinate all requests for information concerning the agency, whether the request is of an emergency or non-emergency nature.

1. Information which is of a legislative or governmental nature, or which addresses highly sensitive issues, shall not be delegated to another individual without approval of the Board of Social Services.
2. The director shall assure open access to public information while assuring confidentiality of client specific information.
3. All requests for information shall be screened by the director prior to delegating the responsibility for responding to the request. Assignment for responding to the request shall be made to the appropriate individual who carries responsibility for the information sought.

B. Reporting Guidelines:

1. The director shall notify the Board of Social Services immediately whenever a request has been received for:
 - a. A television or radio interview.
 - b. Information pertaining to emergencies or highly sensitive issues.
2. All efforts to contact the news media for desired releases of information, such as news releases or conferences, public affairs programs or public announcements shall be coordinated with the Board to assure that the messages are appropriate, consistent with county policy and posture and are professionally prepared and released.

C. Communication Standards

1. All public statements shall be consistent with the policies of Franklin County.
2. Public statements made by agency personnel shall be restricted to the areas of their direct responsibility.
3. All released information shall be the most current and up-to-date information available.
4. All released information shall be provided by a representative who is identified by name and title. Information shall never be released anonymously or by an unidentified spokesperson.
5. Dissemination of information during times of crisis or emergency shall be coordinated through the designated spokesperson.
6. "No Comment" shall never be used as a response to media inquiry.

D. General Guidelines:

1. The media and /or the public has a right to have access to all information which is a matter of public record, as defined by CRS 24-72-204 and 302 through 306; however, specific client information or information relating to personnel actions involving department employees which have not yet been concluded are not matters of public record and shall be held confidential.
2. If information that is requested cannot be released or is currently unavailable, the reason for the refusal to provide information shall be given to the requesting source. A "no comment" response shall not be used under any circumstances.

3. The person who receives the initial request for information shall determine how soon the person or reporter needs the information. Every effort shall be made to assure a thorough response to request within the established deadline. It is important that the public be kept informed of what actions the agency officials are planning to take or have already taken in response to problems that have arisen. Additionally, responses to media inquiries must be in the initial story to adequately address the public's need for complete information.

Implemented by Appointing Authority: _____

Effective Date of Policy: _____