



**ARIZONA DEPARTMENT OF ECONOMIC SECURITY**

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Janet Napolitano  
Governor

Tracy L. Wareing  
Director

**JUL 15 2008**

Ms. Debbie Davenport  
Auditor General  
Office of the Auditor General  
2910 North 44 Street, Suite 410  
Phoenix, Arizona 85018

Dear Ms. Davenport:

The Department of Economic Security (Department) wishes to thank the Office of the Auditor General for the opportunity to respond to the recently completed audit of the Complaint Management Process of the Division of Children, Youth and Families.

The Department is committed to addressing formal complaints in an effective and efficient process, as well as in a timely manner. The Department agrees with and is currently implementing the recommendations.

If you have any questions, please contact Ken Deibert, Deputy Director, Division of Children, Youth and Families, at (602) 542-3598 or me at (602) 542-5757.

Sincerely,

Tracy L. Wareing  
Director

Enclosure

**ARIZONA DEPARTMENT OF ECONOMIC SECURITY'S  
RESPONSE TO THE OFFICE OF THE AUDITOR GENERAL'S REPORT ON THE  
DIVISION OF CHILDREN, YOUTH AND FAMILIES  
COMPLAINT MANAGEMENT PROCESS**

The Department's response to the Auditor General recommendations is described below.

**RECOMMENDATION 1:**

The Division should clarify and expand its complaint policies and procedures by:

- a. Establishing a clear definition of "formal complaint."
- b. Developing comprehensive and detailed guidance for all staff handling formal CPS complaints, including timelines for completing all phases of the complaint-handling process, documentation requirements, and complaint monitoring activities.

**DES Response:**

The finding of the Auditor General is agreed to and the audit recommendation will be implemented.

The Division is in the process of revising its complaint policies to include timelines and all formal complaint processes.

**RECOMMENDATION 2:**

The Division should ensure that staff are informed of and following Division complaint-handling policies and procedures.

**DES Response:**

The finding of the Auditor General is agreed to and the audit recommendation will be implemented.

**RECOMMENDATION 3:**

The Division should complete its implementation of an automated, centralized complaint-tracking system that will capture key information needed to ensure complaints are effectively addressed and help management identify systemic problems so that corrective action can be taken.

**DES Response:**

The finding of the Auditor General is agreed to and the audit recommendation will be implemented.

The Division is developing a centralized complaint-tracking system that will be implemented by the end of 2008.

**RECOMMENDATION 4:**

The Division should develop and routinely generate and review management reports from the automated complaint-tracking system to identify systemic or recurring problems and take corrective action as needed.

**DES Response:**

The finding of the Auditor General is agreed to and the audit recommendation will be implemented.

**RECOMMENDATION 5:**

The Division should establish and implement time frames and procedures for reviewing its complaint-management process to identify and promptly correct any process deficiencies.

**DES Response:**

The finding of the Auditor General is agreed to and the audit recommendation will be implemented.