

Arizona Department of Child Safety Administrative Staffing Level

CONCLUSION: The Office of the Auditor General has completed a special report of the Arizona Department of Child Safety's (Department) administrative staffing level pursuant to Laws 2016, Ch. 123, §7. As of October 2016, 431 of the Department's 2,728 filled staff positions, or 16 percent, were in its Central Administration, which includes various administrative divisions that provide support, management, or oversight to the Department. We found that the Department's administrative staffing level appears reasonable. Specifically, we compared the staffing within the Department's Central Administration to the staffing in other agencies' central administrations. Although differences in the organization, staffing, and scope of functions within each of these agencies' central administrations limit the usefulness of such a comparison, the percentage of total agency staff within the Department's Central Administration is similar to that of the other agencies reviewed. Further, auditors reviewed the Department's staffing analysis process for estimating staffing needs within its Central Administration, which it implemented in fiscal year 2016, and found this process to be reasonable. Specifically, the method the Department uses to estimate staffing needs is logical and consistent with a recommended workload estimate process. We make no recommendations in the report.

Department's administrative staffing level appears reasonable

As Arizona's state-administered child welfare agency, the Department investigates child abuse and neglect reports, promotes child safety within children's families or out-of-home care, works with law enforcement on criminal conduct allegations, and coordinates services to achieve and maintain permanency for children in the child welfare system. The Department's staff is organized into two categories: Central Administration and Field Operations. The Department's Central Administration includes various administrative divisions that provide support, management, or oversight to the Department. Some divisions provide typical administrative functions common in other state agencies, such as executive management, human resources, information technology, and finance. Other divisions more directly support the Department's child welfare work, such as the Child Safety Support Administration, which manages the Department's state-wide adoption, subsidy, stipend, and recruitment programs, and houses Family Locate staff; and the Comprehensive Medical and Dental Program (CMDP), which manages the healthcare program of Arizona's children in foster care. The Department's Field Operations manages and administers the Department's child welfare programs and includes case specialists (i.e., caseworkers), case aides, supervisors, secretaries, and other positions who work in the Department's regional field offices as well as divisions that are involved in or otherwise support the Department's child welfare programs.

Department's central administration staffing level aligns with other agencies—We compared the Department's central administration staffing to the central administration staffing at the Arizona Department of Economic Security (DES), Arizona Health Care Cost Containment System (AHCCCS), and the Tennessee Department of Children's Services (TDCS). We found that each agency has central administration staff who perform similar types of administrative functions—such as human resources, information technology, and budget/finance functions—but that these agencies also have central administration staff who perform functions specific to their agencies. For example, the Department's Central Administration includes the CMDP and the Office of Licensing and Regulation, which oversees and monitors licensed foster care and group homes and licenses child-placing and adoption agencies across the State, while TDCS' Central Office includes staff who administer this agency's Juvenile Justice Division, which provides adjudicated delinquent youth with a range of mental health, treatment program, and educational services. Although differences in each agency's central administration limit the inferences that can be drawn from comparisons across agencies, ratios provide a useful way to show the relative size of each agency's central administration as compared with other agencies. We calculated the percentage of total agency staff within each agency's central administration and found the Department's percentage, which was 16 percent, to be in line with that of other agencies reviewed, which ranged from 10 to 25 percent (see the table on the next page).

**Comparison of filled central administration and other agency staff positions as a percentage of total filled positions at the Department, DES, AHCCCS, and TDCS
As of Fall 2016**

	Department		DES		AHCCCS		TDCS	
	Filled positions	Percent of total	Filled positions	Percent of total	Filled positions	Percent of total	Filled positions	Percent of total
Central administration staff	431	16%	760	10%	261	25%	708	18%
Other agency staff	2,297	84%	6,830	90%	782	75%	3,217	82%
Total staff	2,728		7,590		1,043		3,925	

Department has implemented reasonable process to estimate staffing needs—Although Arizona state agencies are not required to conduct workforce planning, the Department implemented a staffing analysis process for its central administration divisions in fiscal year 2016 to help facilitate internal decisions about allocating staff positions. Specifically, these divisions are required to complete a staffing analysis plan that estimates staffing needs based on staff activities, workload volume, and process time to complete those activities. The Department’s staffing analysis process is reasonable in that its method for determining needed staff is both logical and consistent with a recommended workload estimate process. Additionally, we interviewed staff in five divisions/subdivisions and reviewed their associated staffing analysis plans to assess the reasonability of their staffing analyses. We found that the job activities listed in the plans aligned with the position descriptions, the workload volumes and process times were estimated based on experience or available information, and the mathematical calculations used were accurate. The staffing analysis plans for these five divisions/subdivisions indicated a gap between the number of needed positions and the number of positions, either filled or vacant, allocated to the divisions/subdivisions. The size of this gap varied, and some divisions/subdivisions reported that they prioritize work, work overtime, or use temporary staff to help offset the impact of these differences.