

DEPARTMENT OF SOCIAL SERVICES

CHILDREN'S DIVISION

P.O. BOX 88

JEFFERSON CITY, MISSOURI

March 6, 2006MEMORANDUM

TO: REGIONAL EXECUTIVE STAFF, CIRCUIT MANAGERS AND
CHILDREN'S DIVISION STAFF

FROM: PAULA NEESE, INTERIM DIRECTOR

SUBJECT: RESULTS OF SUPERVISOR'S TIME AND ACTIVITIES LOG

DISCUSSION:

Beginning in June of 2005, several Supervisor I's and Children's Services Specialists from across the state were identified to participate in the Missouri Child Welfare Supervision Work Group. The purpose of the work group was to identify the current climate of supervision in the Children's Division and to make recommendations about the ways in which supervision could be improved.

One of the projects which the work group undertook was a Supervisor's Time and Activity Log. The work group participants identified the activities with which they are involved and grouped them into four categories:

- 1) Systemic (not case-specific)
- 2) Personnel/Management (not case-specific)
- 3) Case-Specific/Clinical
- 4) Other

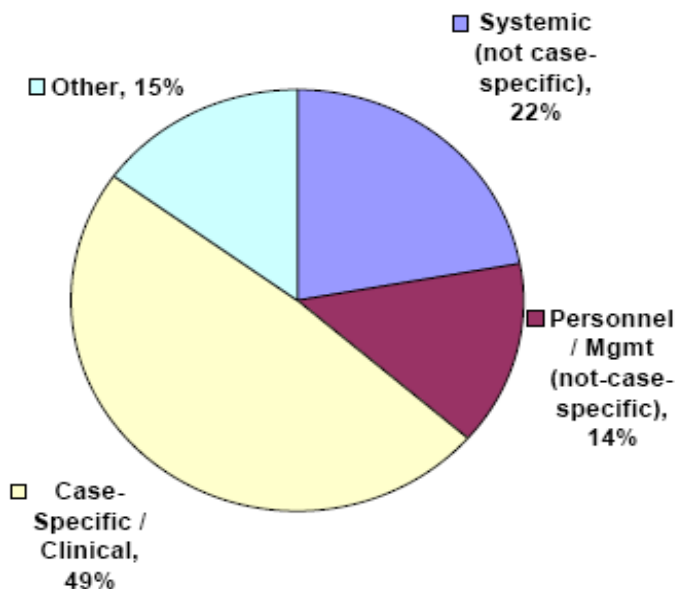
A log was developed in which they could record their activities during an identified week. The log also prompted the supervisors to record the activity as "planned vs. unplanned".

The members of the Supervisory Work Group found the results of the project beneficial and recommended that a larger group of supervisors be encouraged to complete the log, in an effort to establish baseline information for future reference. All supervisors throughout the state were given the opportunity to record their activities during any one of three weeks in October and November of 2005.

Twenty-four (24) activity logs were submitted and though the information that was collected was too small to make any general statements about supervision within the Children's Division, the overall results are similar to the results from the Work Group. The following charts describe the information obtained from the 24 logs submitted. A compilation of the results from the 24 logs follows, as [Attachment A](#).

Overall Averages

The table below identifies the percentage of time spent in the general categories as outlined above.



Within the Systemic category, the activities which received the most cumulative time were make/monitor caseload assignments, participate in special project meetings and gather/compile information for report or requests.

Within the Personnel/Management category, the activities which received the most cumulative time were attend trainings, set goal with and monitor performance of individual staff and analyze/problem solve with staff.

Within the Case-Specific/Clinical category, the activities which received the most cumulative time were review/approve staff work products and decisions, provide clinical supervision and review case documentation.

And, within the Other category, correspondence with staff and other professional by e-mail, memo, or telephone and travel received the most cumulative time.

Demographic information from the submitted logs was not compiled as the number submitted was too small to ensure anonymity.

Planned Time vs. Unplanned Time

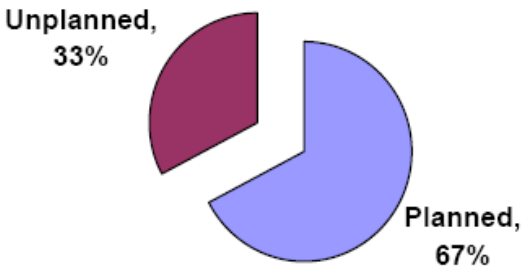
The supervisors who completed the Time and Activity Log were also asked to identify each task as a planned activity or an unplanned activity. The members of the Supervision Work Group were interested in whether the majority of the supervisors' work was a result of crisis management or of thoughtful, deliberate time management.

Overall, 34% of the supervisor's time was unplanned and 66% of the time was planned, as outlined in the graph on the right.

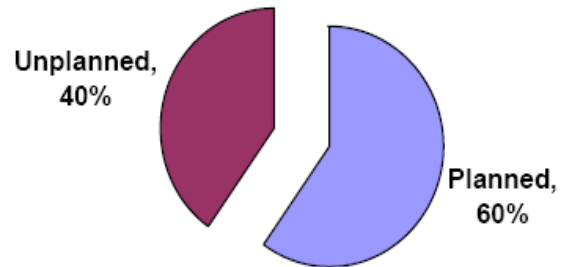


The amount of planned time as compared to the amount of unplanned time for each of the categories is charted below. As outlined, the percentage of planned time vs. unplanned time is similar for each category.

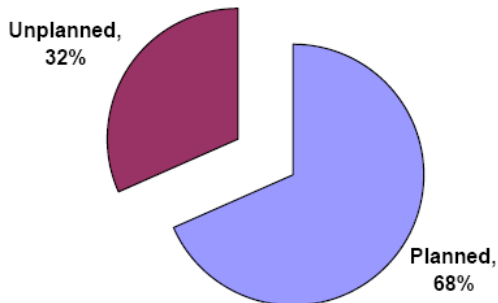
Systemic



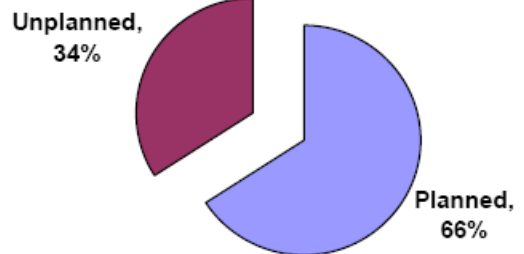
Personnel / Mgmt



Case-Specific / Clinical



Other



I would like to personally thank those supervisors who completed the Supervisor's Time and Activity Log. As we take steps to improve the status of supervision within the Children's Division, it will be important for supervisors to be aware of how time is utilized. I hope that the information provided by the Time and Activity Log will encourage each supervisor across the state to evaluate his/her own tasks and to look at whether the majority of his/her time is spent in planned activities vs. unplanned activities. Becoming aware of this information can positively impact the work of the supervisor and can be used to enhance the time spent with each worker.

NECESSARY ACTIONS:

1. Please review this memorandum with appropriate Children's Division staff.
2. All questions should be cleared through normal supervisory channels and directed to:

QUALITY ASSURANCE UNIT MANAGER:

Susan Savage

573-751-4319 Susan.K.Savage@dss.mo.gov
<i>CHILD WELFARE MANUAL REVISIONS:</i> N/A
RELATED STATUTE: N/A
ADMINISTRATIVE RULES: N/A
COUNCIL ON ACCREDITATION (COA) STANDARDS: G7.5.04
PROGRAM IMPROVEMENT PLAN (PIP): S2.3 and Item 25.3
SACWIS REQUIREMENTS: N/A
RELATED LINKS: Attachment A

PN:JB