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010 Purpose, Authority, and Application

010.1 General Authority and Application

Major objectives:

These guidelines are to be used by Child and Family Services staff as they plan, develop, manage, direct, supervise, or execute other administrative actions that support the provision of child welfare services in Utah. The following guidelines should not be construed as superseding, overriding, in conflict with, or being contrary to any law, rule, state policy, or department policy. The intent of these guidelines is to clarify law, rule, and state or department policy and to provide instruction and guidance to staff concerning practices unique to Child and Family Services operations. Some of the links contained in these guidelines require special access, so they may be inaccessible to some individuals.

Practice Guidelines

- A. Development and publication of rules.
 - 1. The rulemaking process is governed by Utah Code Title 63G, Chapter 3 located at [Utah Administrative Rulemaking Act](#).
 - 2. The Department of Administrative Services provides further clarification of the rulemaking process, which can be accessed at [Rulemaking Process](#).

010.2 Organizational Structure

Practice Guidelines

This section identifies the Child and Family Services' organizational structure and outlines procedures to be followed when making changes to that structure.

- A. Organizational structure:
 - 1. State office:
 - a. The Child and Family Services' State Office provides program and administrative support to Child and Family Services' regions, takes the lead when collaborating with other agencies, and implements, responds to, and reports on adherence to regulations and requirements placed on it by the Office of the Governor, the Utah State Legislature, and federal agencies that oversee state child welfare services. Overall responsibility and direction of Child and Family Services is divided among the following:
 - i. Division director--Responsible for development and propagation of Child and Family Services' vision, mission, and overall organization.
 - ii. Deputy director for programs--Responsible for providing direction to all Child and Family Services' program service areas including domestic violence, In-Home and Out-of-Home Services, adoption services, Transition to Adult Living, Child Protection Services (CPS),

- Indian Child Welfare, Interstate Compact for the Placement of Children (ICPC), constituent services, and other program services.
 - iii. Deputy director for regional support--Responsible for coordination of regional operations, including contracts.
 - iv. Director of finance --Responsible for Child and Family Services' budget, accounting, and revenue.
 - v. Director of information systems--Responsible for data reporting, data analysis, information systems, and liaison with DTS and department on technology related issues.
2. Regional offices:
- a. Service delivery is provided through five geographic regions. Region directors are responsible for program operations within their area.
 - i. Regional headquarters--Each region has designated a specific office to be the regional headquarters where program direction and overall administrative support is coordinated.
 - ii. Program offices--Caseworkers are assigned to specific offices from which program services are coordinated and dispensed.
 - iii. Region directors, with approval from the Child and Family Services director, may establish new offices or close offices based on need and ability to best serve clients.
- B. Making changes to the organizational structure:
- 1. Organizational reporting structure:
 - a. Region directors may, with approval from the Child and Family Services director, create new or change the existing reporting structure within their region.
 - b. Changes affecting an employee's pay or job classification must be processed through the regional Human Resources (HR) representative.
 - c. If the change affects a supervisor/employee relationship, the change must be recorded in SAFE (see Administrative Guidelines [080](#)).
- C. Changes to office configuration or location:
- 1. Prior approval from the State Office is required for changes to office locations.
 - 2. Prior approval from the State Office is required when assigning a new staff member to an office or when reassigning existing staff to a new office.
 - 3. Changes affecting Child and Family Services' payroll and payment system must be coordinated with State Office finance staff.

010.3 Reference to Other Policies and Practice Guidelines

Major objectives:

It is not the intent of these Administrative Guidelines to duplicate information contained in other handbooks, Administrative Rules, or Practice Guidelines. So that staff can access needed references, which these guidelines augment or clarify, links to those references are provided.

Practice Guidelines

Listed below are links to established state and Department of Human Services (DHS) policies and procedures.

- A. Payments--State Financial Accounting Handbook is available at Payments. For details regarding Child and Family Services-specific policies, please refer to Administrative Guidelines [060.1](#).
- B. Purchasing--State Financial Accounting Handbook is available at Purchasing. For details regarding Child and Family Services-specific policies, refer to Administrative Guidelines [050.4](#).
- C. Travel--DHS policy related to travel can be found at Department Travel. For details regarding Child and Family Services-specific policies, refer to Administrative Guidelines [030.1](#).
- D. Contracts--DHS policies are available at Department Contracts. For greater detail regarding Child and Family Services-specific policies, see Administrative Guidelines [050.1](#), [050.2](#), [050.3](#), and [050.5](#).
 - 1. The Bureau of Contract Management (BCM) can also provide specific answers to contracting questions.
 - 2. Regional staff may also contact Child and Family Services' contract administrator for information.
 - 3. If regions contact BCM directly, as a courtesy they should let Child and Family Services' contract administrator know of the problem and response from BCM.
- E. Personnel--Payroll issues are addressed on the Division of Finance website, [Payroll](#).
 - 1. Section 2 in the DHS [Policy Manual](#) also covers a wide variety of personnel issues, including:
 - a. Exercise Policy.
 - b. Conflict of Interest.
 - c. Code of Ethics.
 - d. Sick Leave Assistance.
 - e. Compensation.
 - f. On-call.
 - g. Schedules AJ, AL, etc.
 - h. Department Incentives.
 - i. Volunteer Programs.
 - j. Unlawful Harassment.
 - k. Educational Assistance.
 - l. Family Members and Pets at Work.
 - m. Workplace Violence Prevention.
 - n. Domestic Violence.

- o. Overtime and Excess Hours.
 - p. Reemployment of State Workers.
 - q. Position Classification.
 - 2. For greater detail regarding Child and Family Services-specific policies, see Administrative Guidelines [020.1](#), [020.2](#), [020.3](#), [020.4](#), [020.5](#), [020.6](#), and [020.7](#).
- F. Staff should contact State Office administration for specific questions concerning any issue not addressed in these guidelines.

010.4 Other Agency Relationships

Major objectives:

Cooperation between Child and Family Services, its community partners, and other state and local agencies is essential to the mission of Child and Family Services. To enhance the provision of services and to support Child and Family Services operations, the State Office and regions will designate liaison staff to interface with specific state, local, and partner agencies.

Practice Guidelines

- A. Community relations—The State Office has responsibility to support the Child Welfare Improvement Council and statewide coordination of the Regional Quality Improvement Committees, including the creation of an annual report reflecting the activities of those committees.
- B. Other state agencies--Child and Family Services may enter into contracts or inter-agency agreements with partners and state and local agencies when it is necessary or desirable to clarify division/agency or staff/agency relationships. Current agreements include those with:
 - 1. The Department of Health (DOH)/Health Nurses—Child and Family Services and DOH have an agreement that indicates that DOH will provide nurses in each Child and Family Services region. These nurses will work with Child and Family Services caseworkers to assure children’s health needs are being addressed.
 - 2. Bureau of Criminal Identification (BCI)--In order to assure safety of children in state custody, Child and Family Services has entered into an agreement with BCI to provide background checks for prospective foster and adoptive parents and for Child and Family Services staff working with children.
 - a. Designation of staff to access BCI records (Utah Criminal Justice Information System [UCJIS])--Child and Family Services staff who have a need to access BCI records will be identified and trained prior to receiving access.
 - b. Compliance to laws and regulations regarding use of BCI data--As indicated in the “code of ethics” (which all Child and Family Services staff are required to acknowledge and sign), staff are required to “respect and protect the appropriate confidentiality and privacy of records and

information concerning clients.” If misuse is suspected, Child and Family Services will inform the commissioner and the director of the Utah BCI. Any Child and Family Services staff that does misuse data obtained from BCI will be appropriately disciplined. Depending on the nature of the misuse, this discipline may include termination. Upon becoming aware of any allegation or finding of misuse of this information, Child and Family Services administration will confer with Human Resources to determine appropriate disciplinary action.

3. Division of Services for People with Disabilities (DSPD)--Child and Family Services has entered into an agreement with DSPD relating to children that will “age out” of Child and Family Services’ custody but still require and qualify for DSPD services. The agreement specifies conditions that clients and their caseworkers must meet before those children can be transferred to DSPD care.

010.5 Processing Constituent Complaints

Major objectives:

In an effort to provide optimal services to children and families, Child and Family Services strives to have clear, open, and effective communication with the clients it serves. When constituent complaints arise, Child and Family Services believes it is important to effectively resolve those concerns at the lowest level possible. The Child and Family Services Constituent Services Office (Constituent Services Office) coordinates with the Child and Family Services' regional offices (regional offices) to ensure complaints are addressed effectively and expeditiously. The Constituent Services Office also coordinates with the Office of the Child Protection Ombudsman (OCPO) in an effort to resolve the concerns handled by their office.

Practice Guidelines

- A. An aggrieved person will first make a reasonable attempt to resolve a complaint with a caseworker and the caseworker's supervisor. If resolution is not reached, a complaint may be filed with the regional office.

- B. The complainant or aggrieved person will make a complaint no later than 180 days from the date of the alleged circumstances giving rise to the complaint.
 1. Each complaint will:
 - a. Include the aggrieved person's name, address, and phone number, and the names and addresses of all persons involved in the complaint.
 - b. Describe Child and Family Services' alleged act or omission in sufficient detail to inform Child and Family Services of the nature and date of the alleged event.
 - c. Describe the action desired.
 2. The complaint will be provided to the appropriate staff designated by the region for a response. The regional designee will have two weeks from the date of the filing of the complaint to submit a response to the complaint.

- C. Investigation of the complaint by the regional office.
 1. Complaints received by the Constituent Services Office will be forwarded to the regional office or appropriate staff to address the complaint. The regional designee will contact the complainant and address the complaint. The regional office may hold meetings of the concerned parties. The review will be conducted to the extent necessary to assure that all relevant facts are determined and documented. If the complaint is resolved, no further action is necessary.
 2. Within two weeks of receiving the complaint, the regional designee will issue a written response to the Constituent Services Office. The response will detail how the concerns were resolved or the action plan needed to continue to address the complaint.

3. If a complaint filed with a regional office is not adequately addressed, the complaint will be forwarded to the Constituent Services Office.
- D. A complaint filed with the Constituent Services Office that is not adequately addressed or effectively resolved by the region will be staffed with the Child and Family Services' director and/or deputy director.
1. The director and/or deputy director will determine the appropriate course of action regarding the complaint, which may include a case staffing involving the region director.
 2. A plan of action will be developed in an attempt to resolve the complainant's concerns or any additional concerns identified by the director, deputy director, region administration, or the constituent services program administrator.
- E. A complaint filed with the Constituent Services Office that is unable to be effectively resolved will be forwarded to the Office of Child Protection Ombudsman (OCPO). Child and Family Services will immediately notify the aggrieved person that the complaint is being forwarded to OCPO. Child and Family Services will forward copies of all correspondence regarding the steps taken by Child and Family Services to address the complaint to OCPO.
1. An aggrieved person may file a complaint with OCPO regarding a decision rendered by a regional office, or if Child and Family Services is unable to resolve the complaint, it will be forwarded to the OCPO according to the requirements of [R515-1](#).
 2. Once OCPO completes an investigation according to the provisions of [R515-1](#), Child and Family Services has ten calendar days to agree with the OCPO recommendations if any were made.
 3. If Child and Family Services does not agree with the recommendations of OCPO, Child and Family Services may file an appeal to the recommendations within ten calendar days of their receipt of the recommendations. The appeal will be filed with the Department of Human Services' executive director and a request made that the recommendations be amended.

010.6 Communication of Mandatory Information

- A. Administration-to-employee communication: Communication from administration to employees (e.g., the State Office to regions) will be identified as either mandatory or non-mandatory. The Mid-Manager group at the State Office will be the gatekeeper for identifying which category applies to specific information and is responsible for developing standardized processes and formats for distribution of mandatory and non-mandatory information to the regions and/or directly to employees.
- B. Mandatory Information: Mandatory information is information the administration expects employees to know and, if necessary, implement. This includes new division administrative or Practice Guidelines or department policy, changes to division

administrative or Practice Guidelines or department policy, and implementation of State or Federal law changes. In certain circumstances when determined appropriate by the Mid-Manager group, mandatory information may also include, but is not limited to, information such as specific training requirements, select SAFE changes, new quality assurance requirements, or changes to quality assurance requirements.

1. What should be sent out: Mandatory information is information that includes ONLY information the administration expects employees to know and, if necessary, implement. Mandatory information will be distributed prior to holding employees accountable for that knowledge or practice. The following will be included in any communication regarding mandatory information:
 - a. Summary of change or new information with link to primary data source.
 - b. Where the change or new information may be found to reference it in the future.
 - c. Why the change or new process is being made (must specifically state if information is a result of feedback or suggestions by employees).
 - d. Who the main contact is for information about the changes.
 - e. Implementation date of the change.
 - f. What groups of employees are responsible to know the information (e.g., all employees, just CPS workers, SCF workers, etc.).
 - g. The date employees are expected to have learned the information by.
2. When to send it out: To help employees manage the wealth of information that is sent out mandatory changes and new information will be sent on a quarterly basis only, unless emergency situations necessitate distribution prior to the next quarterly release. The Mid-Manager or administration group is responsible to approve an exception to the quarterly release policy.
3. How to distribute it: Mandatory Information Communications (MICs) will be distributed via a minimum of three methods. These methods will include:
 - a. Electronic.
 - b. Personal communication from administration or managers (region directors and supervisors).
 - c. Hard copy documents describing the mandatory information and how to access it (offices will print out the MICs and have them available to all workers in the office; e.g., as handouts or posts on bulletin boards).Region directors and supervisors have the responsibility to ensure the employees receive and understand the mandatory information. Reading and reviewing mandatory information may also be counted towards the 40 hours of training required annually. The determination of whether the distribution will count as training will be made by the Mid-Manager group or administration groups prior to distribution.
4. Information storage and employee access: Mandatory information on agency expectations of employees is contained in Administrative and Practice Guidelines, which are accessible through the Child and Family Services website. SAFE help screens will also be a source for information and instructions regarding documentation requirements. Mandatory information will be included

in one of these locations prior to holding employees accountable for those expectations. The SAFE home page will contain a link to Administrative and Practice Guidelines.

020 Personnel/Payroll

020.1 Ethical and Professional Behavior

Major objectives:

The overarching objective of any personal interaction with others, be it providing quality services to clients or ensuring open communications in the workplace, is that staff act at all times with professionalism, kindness, compassion, discipline, and honesty.

Practice Guidelines

The purpose of this section is to outline policies, procedures, principles, and practices that guide and promote the ethical and professional behavior of all Child and Family Services staff.

- A. All Child and Family Services staff will adhere to the DHS Code of Ethics located at [Code of Ethics](#).
- B. To ensure professional and ethical communications take place, be they when providing services to clients or working cooperatively with other Child and Family Services staff, all staff should study and utilize Child and Family Services' Practice Model Principles and Practices located at [Overarching Principles](#).

020.2 Procedures for Handling Employee Concerns and Complaints

Major objectives:

Child and Family Services will maintain an environment of open communication where staff are encouraged to be creative, offer suggestions, seek solutions for problems or concerns, and support each other in building and maintaining a positive work atmosphere. Child and Family Services administration encourages staff to express their questions and complaints in a fair and constructive manner and is committed to working with staff to resolve any matter of concern.

Practice Guidelines

Child and Family Services administration recognizes that there are times when staff need to express or address meaningful and legitimate concerns. The following guidelines outline staff responsibilities as they strive to identify and address those concerns.

- A. Administrative forums:

1. At least annually, each office and region in Child and Family Services is to promote and provide forums that will encourage open discussion of employee concerns.
 - a. Strengths-based forums should be held using the “wants and offers” system (what are people wanting and what is being offered by the requestor and/or by those that are receiving the request).
 - b. To assure that administration and staff maintain trust with each other, with clients, and with the community, participants will ensure that all communications during forums be held in confidence.

- B. General complaints:
 1. Complaints or concerns that do not rise to the nature of harassment, illegal activity, or unethical behavior are to be handled by the employee’s supervisor, the supervisor’s superior, or administrator closest to the issue.
 2. Complaints or concerns may be expressed either verbally or in writing.
 3. A supervisor or administrator receiving a complaint should consult with the complainant regarding measures to be taken to resolve the complaint. Complaints may be resolved individually by the complainant, supervisor, or other administrator, be resolved during one-on-one interactions between the supervisor, complainant, and other involved parties, or handled in a large forum involving staff or consultants.
 4. The complainant may choose to remain anonymous but should be aware that the complaint may not be resolved to his/her satisfaction if they do choose to remain anonymous.
 5. If a Child and Family Services employee does not feel they have received an adequate chance to express their concerns or have received an answer with which they do not agree, they should contact their supervisor’s superior or a regional administrator (or in the State Office, the state administrator) for resolution.
 6. Records regarding general concerns or complaints should be retained by the supervisor or administrator involved in resolution of the issue until they are recorded and resolved. At their discretion, administrators may choose to forward documentation to Child and Family Services director, deputy directors, region directors, or HR if applicable to the employee’s file.

- C. Responding to harassment in the workplace:
 1. Child and Family Services encourages all staff that witness or experience harassment in the workplace to follow procedures outlined in Section 02-10 of the DHS Policy and Procedures Manual [Unlawful Harassment](#) or the HR Policy R477-15 Division Employee Unlawful Harassment Policy and Procedure at [Harassment](#).
 2. Supervisors and administrators will follow Section 02-10 III of the DHS Policy and Procedures Manual [Unlawful Harassment](#) when initiating investigations into allegations of harassment made by a Child and Family Services employee.

3. All documentation in relation to a report of harassment should be in written form and forwarded to HR for inclusion in a formal record managed and retained by that office. No documentation regarding allegations of harassment should be included in the employee's personnel file, program or service file, or any other file other than the one retained by HR.
- D. Reports of other illegal activity.
1. All employees are bound by the DHS Code of Conduct (Reference 02-03 at [Code of Ethics](#)), which outlines the process to report illegal activity as well as consequences of being involved in illegal activity.
 2. Employees witnessing or suspecting illegal activity involving another employee, former employee, or contractor, including a violation of any law, rule, or regulation, gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety must report the allegation immediately.
 3. In most cases, reports of illegal activity are to be made to the employee's supervisor, regional administrators, or to Child and Family Services administration.
 4. If the person reporting the illegal activity suspects that their immediate supervisor or other administrator is involved in the illegal activity, the person making the report should make their report to the next uninvolved level of administration.
 5. If the person making the report of illegal activity feels the person to whom they made the report has not been responsive or is delaying or neglecting the report, then the person making the report should contact the DHS Bureau of Internal Review and Audit (BIRA) and/or the DHS Executive Director's Office.
 6. At the discretion of Child and Family Services administration, administrators may consult with HR staff in determining how to respond to violations, may ask BIRA to investigate (especially in cases where improprieties are suspected in regard to activities associated with an agency contract), may refer the case to legal counsel, or may choose to report the offense to law enforcement authorities.
 7. If a code violation appears to involve potential liability for DHS, supervisors will also consult with the Office of Administrative Support for advice or assistance.
 8. If the employee's supervisor makes the decision not to take disciplinary action, the supervisor will document the violation, the gravity of the violation, the extent of the resulting gain or loss, and the reason why disciplinary action was not warranted in that particular situation.
 9. Written documentation of all allegations of illegal activity are to be provided to Child and Family Services director and BIRA. A formal record of the investigation and all documentation will be kept in files held by BIRA and/or HR.
- E. Concerns about case actions:
1. Because local supervisors and regional staff have a better understanding of their approach to providing services and of local resources available to meet client

- needs, concerns regarding a particular case or case action are to be initially addressed at the local or regional office level.
2. When the employee feels it is inappropriate to voice their concern to their supervisor or regional administrators, or have done so and feel their concern has not been resolved, the employee should contact the constituent services representative at the Child and Family Services' State Office and express their concern.
 3. Constituent services staff will interact with local administration to resolve the concern and will report the result of their actions back to the individual making the referral.
 4. If the constituent services representative determines that it is a conflict of interest to intervene, they may refer the matter to OCPO. OCPO will contact the referent and manage the situation from that point.
 5. If an individual expressing a concern about a case action believes the matter cannot be resolved appropriately within Child and Family Services, that individual may contact OCPO directly and request the action be reviewed.
 6. If OCPO accepts the referral, they will investigate and provide a written report to Child and Family Services. That report may include recommendations that outline possible solutions.
- F. QICs:
1. Any or all of Child and Family Services' QICs may address matters concerning systemic issues that come before them as a result of an employee complaint or concern.

020.3 Incentives

Major objectives:

The DHS Policy and Procedures [Incentive Awards and Bonus Programs](#) encourages all staff to “recognize and award employees for exceptional work performance that results in measurable efficiency, cost savings, and innovations that contribute directly to the Department meeting its mission and vision.”

Practice Guidelines

- A. Definitions. For the purpose of these guidelines:
 1. “Division director” means the director of Child and Family Services.
 2. “Division administrator” means deputy director or region director of Child and Family Services.

- B. Policy. Pursuant to State of Utah Human Resource Management Rules [R477-6-5](#) on Incentive Awards and [R477-7-7](#) on Administrative Leave, reward in lieu of cash, Child and Family Services establishes an incentive award and bonus program with the following parameters.

1. Child and Family Services may reward employees with performance-based incentive awards, cost savings and market based bonuses, by cash or administrative leave with pay.
 2. Division incentive award and bonus plans may be used as a tool to meet recruitment, retention, or coverage needs in high-skill areas with labor market shortages.
 3. Child and Family Services incentive award and bonus plans will be approved by the Division director then submitted to the Executive Director's Office and receive approval prior to implementation.
 4. The Division may not award an incentive award or bonus based solely on an employee's annual performance evaluation rating, even if it is "exceptional."
 5. The awarding of all incentives and bonuses is subject to availability of budget as determined by the Division director or Department executive administration.
 6. The funds to compensate employees for incentive awards and bonuses are to come from the administrative unit where employees are employed.
 7. Non-cash incentive awards and cash equivalent awards (gift certificates, etc.) are not permitted within the Department of Human Services.
 8. Nothing in this policy prohibits the purchase of office supplies and office equipment to be used in the course of state business.
 9. All incentive awards and bonuses will meet eligibility and criteria requirements and be documented, evaluated, and approved by the appropriate Division director or administrator, as specified in Sections D and E of these guidelines.
 10. Child and Family Services is responsible to maintain appropriate documentation of all cash and administrative leave awards issued to employees.
 11. A copy of all approved cash, bonus, and administrative leave with pay incentive award nomination forms will be placed in the recipient's personnel file.
 12. This policy does not apply to administrative leave awarded by the Governor's Office, leave approved as part of employee investigations or disciplinary actions, or other administrative leave awarded per Human Resource Management Rule [R477-7-7](#), except (1)(c), "reward in lieu of cash."
 13. Exceptions to this policy may be granted by the executive director of the Department of Human Services.
- C. Types of Incentives. The following types of incentives are available to reward employees who meet the criteria detailed in this policy in Section D, Eligibility and Criteria.
1. Cash Incentive Awards and Bonuses. Cash incentive awards and bonuses, when approved for use by the executive director and available based on agency budget, will be awarded based on the following.
 - a. Child and Family Services' issued cash incentive awards and bonuses:
 - (1) Awards to recognize employees who meet one or more of the criteria in Section D of these guidelines range from no less than \$50 up to \$500.
 - (2) Awards ranging from \$50 to \$200 may be approved by Division administrators.

- (3) Awards ranging from \$201 to \$500 will be approved by the Division director.
 - (4) Awards to individual employees will not exceed a maximum of \$500 in a fiscal year unless approved by the executive director.
 - b. Department issued cash incentive awards and bonuses:
 - (1) Awards range from \$501 to \$4,000.
 - (2) Will be approved by the executive director to recognize employees who meet one or more of the criteria in Section D of these guidelines and which results in positive outcomes over a sustained period of time.
 - (3) All market based bonus awards will also be approved by DHRM pursuant to the procedures outlined in E.1.(e).
 - (4) Individual awards will not exceed \$4,000 per occurrence and a maximum of \$8,000 in a fiscal year.
 - (5) A single payment of up to \$8,000 may be granted as a retirement incentive.
 - (6) Any exception to this limit must be approved by the executive director and be in conformity with Department of Human Resource Management Rule [R477-6-5](#).
 2. Administrative Leave with Pay. Administrative leave with pay in lieu of cash, when approved for use by the executive director and available based on agency budget, will be awarded based on the following.
 - a. Division administrators may approve administrative leave from a minimum of one hour to one full day of work (eight hours) per occurrence.
 - b. Only the executive director may approve administrative leave exceeding one full day (eight hours) of work per occurrence.
 - c. The cumulative total of administrative leave awarded to any employee will not exceed 40 hours in a fiscal year.
 - d. Administrative leave given as a reward in lieu of cash may be given from one department of state government to employees of another department of state government if the executive directors of both departments agree in advance.
 3. Service and Retirement Awards. Service and retirement awards may be given to employees in accordance with the Division of Finance rules.
 4. Combination Awards. A combination of cash and administrative leave may be issued by the Division director or Division administrators consistent with these guidelines.
- D. Eligibility and Criteria.
 1. Eligibility.
 - a. Any employee or group of employees in Child and Family Services who receives benefits, including probationary employees, may be eligible for cash incentive awards or bonuses, or administrative leave with pay.

- b. Any employee or group of employees who do not receive benefits are eligible for cash incentive awards or bonuses only.
 - c. The following employees are ineligible for cash and administrative leave incentive awards:
 - (1) Employees with an overall unsuccessful performance evaluation within the last 90 days.
 - (2) Employees who are currently on Performance Improvement Plans.
 - (3) Employees who are on administrative leave pending the results of an investigation into their conduct.
 - (4) Employees who have received some form of disciplinary action (written reprimand, suspension without pay, or demotion) within the last 12 months.
 - (5) Paid board members are not considered employees and are not eligible for incentive awards.
2. Criteria. Justifications for cash incentive awards, bonuses, or administrative leave with pay must meet one or more of the following criteria.
- a. Performance based incentive awards: The employee has demonstrated exceptional effort or accomplishment beyond what is normally expected on the job for a unique event or over a sustained period of time. For example:
 - (1) Improvement in Division/Department operation—applied creative ideas, initiative, leadership, and investment of time beyond standard expectations for improvement of agency function.
 - (2) Statewide benefits and public service—increased or improved public service/safety/health, or reduced duplication of statewide efforts (such as improved interagency data systems, communication and coordination).
 - (3) Outstanding work effort—positively exceeded normal job responsibilities and expectations for a unique event or over a sustained period of time.
 - b. Cost savings bonuses: The employee has increased productivity, generated savings within the Department, or has submitted a cost savings proposal. Cost savings will be documented in the justification. For example:
 - (1) Increased revenue within Child and Family Services or the Department.
 - (2) Saved significant money and/or time expenditures.
 - c. Market-based bonuses: The employee is being rewarded as part of a pre-approved division incentive award and bonus plan to meet targeted human resource requirements in a fiscally responsible manner. Market-based bonuses require the Division director approval. For example:
 - (1) Retention bonus—for an employee who has unusually high or unique qualifications that are essential for the agency to retain.

- (2) Recruitment or signing bonus—to incentivize a qualified job applicant to work for the Department.
- (3) Scarce skills bonus—to attract a qualified job candidate who has scarce skills required for the job.
- (4) Relocation bonus—for a current employee who must relocate to accept a position in a different commuting area.
- (5) Referral bonus—for a current employee who refers a job applicant who is subsequently selected.

E. Procedures.

1. General Procedures.

- a. An incentive award nomination may be initiated by any Child and Family Services employee(s) or individual(s) who has (have) direct knowledge of the achievement of the employee(s) being nominated.
- b. Bonus nominations are initiated by Division or office management for their own employees.
- c. Nominations of individual employees or groups of employees must be submitted on a Department of Human Services “Cash Incentive Award or Bonus” form, or an “Administrative Leave Incentive Award” form, which are available at [Incentive Award and Bonus Program](#). A separate form will be submitted on each employee, even if several are being nominated for the same performance or reasons.
- d. Nominations will be made as soon as possible but no later than within six months of the date of the performance or reason for which the employee is being nominated.
- e. Nominations for market-based bonuses will include a written justification specifying how the Division will benefit by granting the bonus based on:
 - (1) budget;
 - (2) recruitment difficulties;
 - (3) a mission critical need to attract or retain unique or hard to find skills in the market; and
 - (4) other market-based reasons.
- f. Use of administrative leave with pay is subject to the same prior approval process as the use of annual leave.
- g. The “Administrative Leave Incentive Award” form will include the number of hours approved and the date by which all the administrative leave must be used.
- h. Cash incentive and administrative leave awards will be used within one year from the date issued. Unused cash incentive awards or administrative leave hours will be forfeited if not used within one year from the date issued, or upon transfer or reassignment to a different Department division or office, or upon termination from the Department.
- i. An employee who receives a cash incentive award or bonus will submit a copy of the award form, and any other required documentation, to the

- Department of Human Resource Management (DHRM) as supporting documentation for payroll processing.
- j. An employee who receives administrative leave in lieu of cash will enter leave code “OR” for the leave hours applied on the Employee Self Serve (ESS) payroll system, and will submit a copy of the administrative leave form to DHRM as supporting documentation for payroll processing.
 - k. The Division will be responsible to track all the cash incentive awards and bonuses, and administrative leave issued to their employees. Tracking will include employee names, reasons(s) for the award/bonus/leave, the amount of cash or administrative leave issued, and the date it was issued.
2. Division/Office Issued Cash Incentive Awards, Bonuses, and Administrative Leave.
- a. Nominations will be submitted on the “Cash Incentive Award or Bonus” form or the “Administrative Leave Incentive Award” form to the Division director or Division administrator where the nominated employee works.
 - b. The Division director or Division administrator reviews the form and either approves by signing the form or disapproves by returning the form to the nominator(s).
 - c. The Division director or Division administrator may request additional information and/or interviews as he or she feels are necessary.
3. Department Issued Cash Incentive Awards, Bonuses, and Administrative Leave.
- a. Nominations will be submitted on the appropriate “Cash Incentive Award or Bonus” form, or the “Administrative Leave Incentive Award” form to the Division director or office in which the nominated employee works.
 - b. The Division director will review the nomination and, if the director supports the nomination, forwards it to the executive director for final consideration. The Division director may include additional justification stating the reasons why the nomination should be approved by the executive director.
 - c. The executive director reviews the nomination and makes the final decision, then returns all forms and materials to the Division director.
 - d. The Division may establish a committee to review and recommend awards or bonuses for the Division director’s consideration.

020.4 Overtime

Practice Guidelines

- A. DHS Policy and Procedures Overtime establishes procedures that comply with federal law and ensures “that the Department uses overtime and excess hours efficiently, economically and within existing budgets.” Specific policies to be highlighted include:
 - 1. With few exceptions, before any DHS employees work overtime or excess hours, they must first obtain approval from their immediate supervisors.
 - 2. Child and Family Services management may not authorize or permit any DHS employee to work any time for the DHS without compensation.

020.5 Not Used

020.6 Safety and Security

Major objectives:

Child and Family Services will ensure that its employees are reasonably free from risk of physical threat or harm while in performance of their work duties. Child and Family Services will also assure that employees are aware of procedures to report potential threats of harm and are informed on procedures and methods to avoid workplace related violence.

Practice Guidelines

A. Workplace violence:

1. DHS Policy and Procedures [Workplace Violence](#) outlines policy and reporting procedures concerning violence in the workplace.
 - a. Policy:
 - i. DHS does not tolerate any type of workplace violence committed by or against employees, clients, the general public, and/or property.
 - ii. Employees are prohibited from making threats or engaging in violent activities in the workplace.
 - b. Reporting:
 - i. Any potentially dangerous situation will be reported immediately by employees to agency management and/or the Office of Administrative Support/Risk Management (OAS/RM).
 - ii. Agency management will report incidences to OAS/RM.

B. Domestic violence:

1. DHS Policy and Procedures [Domestic Violence Prevention](#) emphasize that there is zero tolerance for domestic violence in the workplace. That policy states, “Any employee who threatens, stalks, harasses or abuses a cohabitant at the workplace or from the workplace using any State resources such as State time, workplace phones, FAX machines, mail, e-mail, or other means will be subjected to disciplinary action pursuant to DHRM Rule [R477-10-2](#) and [R477-11](#).”

020.7 Disaster Plan Roles and Responsibilities

Major objectives:

Child and Family Services staff will utilize the [Emergency Response Plan](#) to prepare for and respond to emergencies that may impact services delivered to the children or families they serve.

Practice Guidelines

A. Planning

1. It is the responsibility of the Child and Family Services director to ensure that the Emergency Response and Recovery Plan is reviewed and updated yearly. The Child and Family Services director has designated the deputy director over Program and Practice Improvement and Professional Development as the person responsible for developing or revising the Emergency Response and Recovery Plan, for submitting the plan for approval, and for coordinating with the federal revenue manager to distribute the plan to local, state, and federal partners.

B. Service Delivery Priorities

Child and Family Services Mission Essential Services	
Level I	<ul style="list-style-type: none"> • Investigation and intake of children involved in Priority 1, 1R, and 2 CPS referrals or reports • Location, tracking, and provision of care for children in custody and the person(s) responsible for those children
Level II	<ul style="list-style-type: none"> • Emergency response (including CPS intake and investigation) to unattended/separated/orphaned children • Location and/or operation of Child and Family Services operated or contracted shelters
Level III	<ul style="list-style-type: none"> • Investigation and intake of children involved in Priority 3 CPS referrals or reports • Provision of crisis emergency services to families receiving in-home services, to the extent resources are available • Payments to contracted providers • Provision of effective internal and external communications with providers • Coordination of trauma counseling clinical services for staff as well as children and families receiving services from Child and Family Services

1. The Child and Family Services director will implement mission essential services based on the size, scope, and duration of the emergency as well as the availability and capability of staff to provide services.
2. The Child and Family Services director will implement Level I mission essential services following all emergencies regardless of size, scope, or duration.
3. The Child and Family Services director has the ability and responsibility to implement Level II and Level III mission essential services if the size of the

emergency permits or when all Level I (or subsequently all Level II) mission essential services are being adequately provided.

4. At the discretion of the Child and Family Services director all programs, services, or activities determined not “mission essential” may be deferred during emergency operations.

C. Response

1. Command and Control:

- a. The governor has primary responsibility for, and will maintain command and control over, all state government emergency operations.
- b. The governor has delegated the responsibility for DHS emergency operations to the DHS executive director.
- c. The DHS executive director has delegated responsibilities for Child and Family Services emergency operations to the Child and Family Services director.

2. Activation of the Child and Family Services Plan:

- a. Any emergency that disrupts the delivery of some or all services of Child and Family Services will activate this plan.
- b. The level of activation depends upon the nature and magnitude of the disruption.
- c. The Child and Family Services director, in coordination with the State Office emergency operations coordinator, and region directors will determine the level of activation.
- d. If the Child and Family Services director or his/her alternate is incapable of responding following an emergency, the primary and alternate State Office Emergency Operations Headquarters are unusable, and the Tertiary Emergency Operations Headquarters in Richfield is opened, the Southwest Region director will act in place of the Child and Family Services director and will utilize the State Office Emergency Management Structure to mount an emergency response from the Southwest Region.

D. Media Relations

1. Child and Family Services region or State Office staff should not release information through any media outlet without notifying, and the approval of, the DHS Public Information Officer (PIO).

E. Staff Responsibilities

1. Preparedness

- a. All Child and Family Services staff are encouraged to develop a family emergency plan and prepare an emergency kit (located at: http://www.ready.gov/sites/default/files/documents/files/PrinterFriendly_America.pdf).
- b. Employees are also encouraged to include in their family plan information about how the employee’s family will function if the staff

member is required to work extended hours, is reassigned to another location, or due to infrastructure or travel restrictions is unable to reach home.

2. Staff Evacuating from the Affected Area
 - a. In the event that a catastrophic event affects the State Office Building, its alternate, and/or the Salt Lake Valley Region, staff members evacuating or that have evacuated from the affected area will be responsible for contacting the Southwest Region Staff Location and Tracking Manager in the Manti Office at (435) 835-0789, cell (435) 340-1043, or the alternate at (435) 835-0784.
 - b. In the event of a catastrophic event that has not affected the State Office and/or the Salt Lake Valley Region, staff evacuated or evacuating from the affected area will be responsible for contacting the State Office staff location and tracking manager at (801) 538-4361 or their alternate at (801) 538-8284.
3. Other Information for Staff
 - a. Staff not providing support to emergency operations will perform their normal duties but may be tasked with supporting emergency operations as recovery continues.
 - b. Staff from the State Office or other regions not affected by an emergency may be asked to travel to an affected region(s) to support emergency operations.
 - c. Staff should not enter damaged facilities without authorization of a damage assessment specialist.
 - d. Staff should not solicit donations from individuals, groups, or through the media without the approval of the Child and Family Services director.
 - e. Staff having readjustment difficulties or having post-deployment emotional issues after supporting emergency operations should contact the health and mental health support manager, may contact the Employee Assistance Program, or should contact their health insurer for additional support.

020.8 Medicaid Fraud, Waste, and Abuse

Major objectives:

Child and Family Services employees understand their responsibility to help assure that funds available to deliver services to children and their families are spent in a responsible manner.

Applicable Law

Federal False Claims Act [31 USC 3729](#)

Utah Code Ann. [§26-20-2 through 13](#)

Utah Code Ann. [§67-21-2](#)

Utah Criminal Code [§76-8-402](#)

Practice Guidelines

- A. Reporting Medicaid related fraud, waste, or abuse:
 - 1. Any staff member should report their suspicion that a provider, contractor, or other individual is attempting to obtain financial or other remuneration for a false or fraudulent Medicaid claim for service to any of the following:
 - a. To the employee's supervisor.
 - b. Medicaid Fraud Hotline at 801-538-6155 or 1-800-662-9651.
 - c. Child and Family Services State Office at 801-538-4100.
 - d. Utah Attorney General at 801-538-9600.

- B. Purpose of the Federal False Claims Act (FCA):
 - 1. To recover taxpayer money fraudulently paid to individuals that deceive the government.
 - 2. To allow state agencies as well as private citizens to sue organizations or individuals for civil damages when an organization or individual submits a claim that fraudulently seeks to obtain state or federal funds.

- C. Falsifying claims includes, but is not limited to:
 - 1. Falsifying medical records submitted.
 - 2. Billing for services not rendered or goods not provided.
 - 3. Duplicating billing to obtain double compensation.
 - 4. Billing, certifying, or prescribing services that are medically unnecessary.

- D. The provider or contractor need not have actually known that the information it provided to the government was false in order to be liable. It is sufficient that the defendant supplied the information to the government either in:
 - 1. Deliberate ignorance of the truth or falsity of the information.
 - 2. Reckless disregard of the truth or falsity of the information.

- E. Protection for staff reporting suspected fraud, waste, or abuse:
 - 1. Whistleblower protections provided through the FCA indicate:
 - a. A person that knows about the filing of a false Medicaid claim (the whistleblower) may bring a civil action on behalf of the government for a violation of the FCA.
 - i. After the whistleblower files a suit, the government can pursue the claim on its own, or decline to intervene and allow the whistleblower to continue.
 - b. Any person harassed or discriminated against in any way because of his or her involvement in a FCA action has the right to be made whole.
 - i. The whistleblower's damages include reinstatement of their job, two times back pay plus interest, and compensation for any special damages including reasonable litigation and attorneys' fees.

- c. Individuals that identify and communicate that Medicaid related fraud, waste, or abuse has occurred are entitled to a portion of damages (up to 30%) recovered in a suit to which he or she participated.

020.9 Critical Incidents

Major objectives:

To ensure that employees have an opportunity to access informal and formal supports when experiencing primary or secondary traumatic events. Employees are encouraged to actively seek services when traumatic events affect their work.

Definitions

- A. Primary trauma: When an employee experiences negative symptoms resulting from being the direct recipient of harm, threats of harm, or perceived harm. The source may stem from a client, case interaction, other employee, or an incident affecting the workplace.
- B. Secondary trauma: When an employee experiences negative symptoms resulting from exposure to case or work-related traumatic events where he/she were not the direct recipient.
- C. Trauma symptoms: When an employee experiences recurrent, intrusive, and distressing recollections of the event, including images, thoughts, or perceptions. This may include dreams of the event, flashbacks, or anxiety at exposure to internal or external cues that symbolize or resemble an aspect of the traumatic event.
- D. Stress: A state of mental or emotional strain or suspense. Stress may affect physical, mental, or emotional functions. It is a normal and natural response to a perceived threat, challenge, or change.
- E. Critical incident: A single, distinct event that may be described as a crisis, emergency, or something requiring absolute and urgent attention.
- F. Defusing: A brief crisis intervention held within 24 hours of a caseworker having experienced a critical incident. It is intended to help the caseworker move from discussing his/her experience to reframing it. Defusing is not counseling or therapy. The focus is on the caseworker's experience. This is accomplished by asking the caseworker what sensory impressions were experienced, what he/she thought during and after the event, and the emotions and feelings that were experienced.
- G. Debriefing: A group intervention conducted 24 to 72 hours following a critical incident. It is conducted if the individuals involved experience significant emotional or behavioral changes. Participation is voluntary. Everyone has an opportunity to talk about the

sensory memories, thoughts, and emotions they experienced. Educational information is provided based on problems described by participants.

- H. Peer support: Support offered by trained peers to caseworkers following a critical incident or traumatic event. It may include a defusing or debriefing.

Practice Guidelines

- A. Trauma support is available to all Child and Family Services employees and interns.
- B. If someone is threatening to harm themselves or others, appropriate referrals or reports will be made.
- C. An employee who experiences trauma may choose to utilize informal supports by discussing the event with co-workers, team members, or supervisors in an attempt to alleviate or reduce the severity of the symptoms.
- D. An employee may also choose to discuss the event with individuals not associated with the agency such as relatives, friends, clergy, or others. However, they should always adhere to the DHS confidentiality policy.
- E. An employee who experiences trauma may choose to utilize formal supports by discussing the event with administrators, counselors, therapists, or community-based programs in an attempt to alleviate or reduce the severity of the symptoms. Formal supports include:
1. Life Coaching: PEHP pays for members to use Blomquist Hale Employee Assistance for distressing life problems such as marital struggles, financial difficulties, drug and alcohol issues, stress, anxiety, depression, despair, death in the family, issues with children, and more. This service is a confidential counseling and wellness benefit provided by PEHP to members at no cost, excluding Utah Basic Plus Plan Members.
 2. Additional resources: Employees may request additional resources. Referrals may include an employee provider list within their insurance group or a crisis line as necessary.
 3. HR: An employee or supervisor may request a consultation if symptoms are impacting employment. This may include information regarding the Family Medical Leave Act (FMLA).
 4. Peer support: See subsection E. below.
- F. Peer support: A voluntary program for employees who have experienced a critical incident. Peer support is available statewide.

For many people, talking about the incident may help them alleviate stress. The employee may be asked about what he/she experienced and how he/she felt and thought about during or after the incident.

Peer supporters have received formal training to help caseworkers understand the effects of a critical incident. Individuals participating on the peer support team are not acting as clinicians and will not make diagnoses or treatment recommendations.

Any employee may access the names of peer supporters in their region and other regions by:

1. Visiting the employee website at www.hsemployees.utah.gov/dcfs and clicking on “Peer Support”.
2. Contacting the public affairs coordinator at 801-538-4100.
3. Contacting the regional designee.

The peer support team may follow up with an individual within 4 weeks to 6 months of the initial defusing or debriefing. An employee will be asked if he/she would like to receive follow-up contact.

- G. Information related to traumatic incidents will be tracked to help Child and Family Services better understand the issues that affect our caseworkers so that appropriate supports can be provided.

020.10 Caring for Electronic Equipment

Major objectives:

To allow the use of state-funded equipment where it can be shown that such use will improve employee efficiency, enable employees to respond more quickly in emergency situations, and/or provide safety for DHS employees and clients.

Overview

Child and Family Services is committed to the efficient use of state resources. As a general rule, the use of state-owned property is restricted to the official business of Child and Family Services. Certain electronic equipment (e.g., laptops, PDAs, Blackberries, etc.) can be used where it can be shown that they will improve employee efficiency, enable employees to respond more quickly to business matters and emergencies, and/or provide for the safety of state employees and/or the general public. State-owned electronic equipment are to be used and justified based on official state business and will not be given as a “perk”. Employees should use them for state business when it is cost-effective or efficient.

Definitions

- A. Personal use: Any use that is not required to accomplish state business.
- B. State-owned property: All property procured, leased, or rented by, or donated to, or otherwise conveyed to the state of Utah or the state’s agencies in any manner to be used by the state to conduct the state’s business.

- C. Reasonable care: The degree of care a reasonable person would use under like circumstances.

Practice Guidelines

Acquisition of Electronic Equipment

Child and Family Services employees may be issued electronic equipment when a Child and Family Services supervisor or administrator determines that it will be appropriate to use the equipment for conducting Child and Family Services business.

State procurement rules and procedures must be followed in the purchase of laptops, accessories, and other related items or services.

All requests for electronic equipment, all documents supporting an acquisition, and the Employee Electronic Equipment Agreement will be maintained in the files of the region authorizing such acquisition.

Each region will maintain an accurate inventory of electronic equipment and the employees that are in possession of the equipment. At least annually, the supervisor or equipment coordinator will review assignment of electronic equipment to ensure that the inventory list is accurate. These steps are necessary for auditing and billing purposes.

When circumstances do not justify acquisition of electronic equipment for exclusive use by one employee, the supervisor/administrator may consider the option of allowing employees to share. All equipment intended to be shared among employees in an office will be registered in the name of the office supervisor or equipment coordinator for inventory purposes. When equipment is reassigned to another employee for Child and Family Services use, the equipment coordinator will update the inventory to reflect the reassignment.

Use of State-Owned Electronic Equipment for Personal Use

The primary use of state-owned electronic equipment is for official Child and Family Services business. Personal use of all state-owned electronic equipment will be limited to infrequent, incidental, and/or emergency use. Please refer to the DHS Policy on [Appropriate Use of Information Technology Resources](#).

Employee Responsibility for Care of State-Owned Electronic Equipment

Each employee issued state-owned electronic equipment is responsible for its reasonable care. In the event of loss or damage, the employee will be held personally responsible for replacement or repair unless the employee can demonstrate that reasonable care to protect and safeguard the equipment was exercised. If the regional administrator determines that the employee has exercised reasonable care, the region will bear the cost of replacement or repair.

Electronic Equipment Control Procedures

- A. Each region administrator will designate an equipment coordinator.

- B. The equipment coordinator will ensure that each approved equipment user signs an Employee Electronic Equipment Agreement. The equipment coordinator will maintain a file of all signed agreements for the office.
- C. The equipment coordinator will prepare and maintain an inventory of all approved electronic equipment users in the region. The list will include, at a minimum, the approved user's name, work location, type of equipment, make, model, and the serial number or other identification number.
- D. The region or unit will maintain a checkout system for all equipment available for use by more than one employee.
- E. Oversight responsibility for compliance with Child and Family Services electronic equipment guidelines rests with supervisors, administrators, and/or equipment coordinators. This responsibility includes monitoring appropriate equipment usage (e.g., minimal personal use, appropriate access to confidential information, etc.). Any concerns involving electronic equipment usage, including excessive, questionable, or personal use, should be resolved at the region level. In addition, a supervisor will ensure that all employees in the office read and understand this Administrative Guideline.
- F. All employees will turn in electronic equipment at the end of their employment with Child and Family Services.
- G. Employees must follow Administrative Guideline [080.1](#) regarding keeping information secure on electronic devices.

020.11 Proxy Coverage for Completing Time Sensitive Assignments in the Absence of the Assigned Worker

Major objectives:

Completion of SAFE Action Items or requirements of Practice Guidelines when the assigned worker is unable to complete the task.

Practice Guidelines

In the event the primary worker assigned to a case is unable to complete any time-sensitive, case-specific requirements as outlined in any section of Practice Guidelines or any designated Action Item in SAFE and the requirement/Action Item will become overdue before the primary worker is available, the supervisor/administrator may make arrangements to complete the task by either completing the task themselves or by assigning the task to another worker. Regional clinicians and Resource Family Consultants (RFCs) may also act on behalf of the primary worker to complete a task.

The person completing tasks on behalf of the primary worker must be qualified to complete the assignment. For example, a technician cannot complete the task or assignment that requires social work qualifications OR a social worker cannot complete a task that requires health professional qualifications.

The primary worker and person completing the task will coordinate and share information necessary to completing the task and report back following task completion and prior to the task due date.

The case record should include information about who completed the task and why it was necessary to involve another worker in the completion of the task. The record should also include information pertaining to the completion of the task as per Practice Guidelines and general child welfare standards, such as date and time the task was completed and information gathered as a result of conducting the business associated with the task.

Best practice would suggest that whenever possible, case assignments should be completed by the primary worker assigned to the case (or courtesy/secondary workers when appropriate).

Coverage for the primary worker should be incidental. In the event that regular coverage is required, assigning a courtesy or secondary worker may be considered and including this person on the Child and Family Team may be appropriate.

020.12 Background Check Protocol for Child and Family Services Employees, Interns, and Volunteers

Major objectives:

Employees who work for Child and Family Services must complete and pass a background screening through the Bureau of Criminal Identification (BCI), which includes arrests and prosecutions of individual offenders. Interns and volunteers must complete and pass the same background screening. Child abuse and neglect findings are also checked within the Child Abuse and Neglect Registry. The background checks must be completed at the beginning of employment as well as annually thereafter. These guidelines describe the process for when and how to complete those background screenings.

Practice Guidelines

- A. New Employee Background Screening:
1. A new employee will receive a Background Screening Form from the State Office background coordinator at Practice Model Training.
 2. A new employee will fill out the Background Screening Form and take it back to the region during the 2nd week of training (shadowing week), where the employee will have their fingerprinting completed by a Livescan Operator who will initial and date the form indicating fingerprinting is complete. The employee

will turn the complete Background Screening Form back into the State Office background coordinator or trainer prior to the end of the final week of classroom training (3rd week). This form must be hand delivered.

3. If the employee fails to turn in the form prior to the due date, the supervisor of the employee will be notified that the employee has failed to turn in the form within the allotted time. The supervisor will talk with the employee and give the employee an additional five days to turn in the form. If the employee fails to turn in the completed form within those five days, then the supervisor will notify the region director and Department of Human Resource Management (DHRM) to determine the next course of action, which may include disciplinary action and/or dismissal.
 4. Employees of the State Office or other support staff, interns, or volunteers who may not immediately attend Practice Model Training within the first 30 days of employment will complete the following process:
 - a. A supervisor or person overseeing an intern or volunteer is responsible to provide the employee, intern, or volunteer with the Background Screening Form within the first week of employment, internship, or volunteer experience.
 - b. The new employee, intern, or volunteer will fill out the Background Screening Form and take it to a Livescan Operator who will run fingerprints and initial and date the form indicating that fingerprinting is complete. The employee, intern, or volunteer will turn the complete Background Screening Form back into the supervisor, person overseeing an intern or volunteer, or region director, who will be responsible to assure that it is turned into the State Office background coordinator within 15 business days of the first day of employment, internship, or volunteer experience. This form must be hand delivered. If the employee, intern, or volunteer fails to turn in the form within the due date of 15 business days (three weeks), the situation will be discussed with the region director and DHRM as outlined above. It is the responsibility of the employee, intern, or volunteer to assure that it is turned in on time to the supervisor or person overseeing an intern or volunteer. It becomes the responsibility of the supervisor, person overseeing an intern or volunteer, or region director to assure that it is immediately turned in once they have it in their possession.
- B. Annual Employee Background Screening:
1. Initial Notice for Background Screening:
 - a. Notice that the annual Background Screening is coming due will be emailed to all employees in April of each year. This email will help remind employees to begin gathering important documents such as driver license, Social Security card, or additional documentation that may be pertinent to their situation.

- b. Additional notice that the annual Background Screening is coming due is emailed to the division director and region directors in April of each year. The notice includes the actual form, instructions, and important dates.
 - c. Region directors determine who is responsible for collecting and tracking submission of Background Screenings in each region.
 - d. Forms should be copied from the email and given to employees to fill out. Employees should complete the application, complete questions on both pages, assure that name and address are correct, and sign and date the application using dark ink. Assuring that this is done properly will result in a smooth process.
 - e. An employee will submit a completed Background Screening Form no later than 14 days before the expiration date of the current background screening approval.
 - f. New Background Screenings are due in June of each year. All Background Screenings are sent to the designated office specialist at the State Office. These forms must be delivered in person by a region designee.
 - g. The designated office specialist at the State Office will gather the forms and provide these forms to the Office of Licensing (OL), who will run the background checks. OL must receive the Background Screening form five calendar days after the employee completes and signs the form. Therefore, Background Screening Forms must be delivered directly to the designated office specialist at the State Office.
2. Background Process for Approval:
- a. When a Background Screening Form is received from the region, it is tracked according to the day it was received and from whom it was received.
 - b. The designated office specialist at the State Office will submit the Background Screening Form to OL and track the submission date.
 - c. If the Background Screening Form is not completed or has missing information, OL generally returns the processed Background Screening Form to the designated office specialist at the State Office within seven days.
 - d. If the Background Screening Form is approved, nothing more is needed from the employee, intern, volunteer, or region. The region is not notified of approvals. The designated office specialist at the State Office will scan the approved Background Screening Forms and send them to DHRM for storage in an employee's electronic file.
 - e. If the Background Screening Form requires additional information, the designated office specialist at the State Office will send the form back to the regional designee for tracking purposes and distribution to the employee, intern, or volunteer.
 - f. The regional designee will send it back to the designated office specialist at the State Office with the required additional information. The

designated office specialist at the State Office will provide that information to OL.

- g. If the Background Screening Form is denied and an employee, intern, or volunteer is unable to work with children, OL gives the designated office specialist at the State Office a letter addressed to the employee, intern, or volunteer. In addition, the designated office specialist at the State Office is given a letter that is scanned and sent to the region director and region designee tracking the employees for follow up. The letters indicate additional documentation that is required along with due dates for the documentation requested, 10 business days.
- h. If an employee fails to attempt to clear up the issue or ignores the notice and the notice becomes past due, the supervisor will notify the region director and DHRM to determine the next course of action, which may include disciplinary action and/or dismissal, as appropriate. If the intern or volunteer fails to attempt to clear up the issue, they will be unable to work with Child and Family Services.

020.13 Child and Family Services/Conflict of Interest Related Party Investigations with Children In State Custody

Major objectives:

To minimize any conflicts of interest that may arise during Child and Family Services case investigations until an outside entity can be found to perform this responsibility.

Practice Guidelines

Intake Process

- A. Child and Family Services Intake will continue to take referrals of child abuse, neglect, and dependency.
 - 1. The Intake worker will determine if a referral meets the criteria to be accepted as a case for investigation. If it appears that the case will be accepted as a referral, the Intake worker will assess if the referral may be a Conflict of Interest case. If the referral is assessed to be a conflict of interest, the referral will be staffed with Department of Human Services (DHS) Conflict Investigations Team for acceptance.
 - 2. If the DHS Conflict Investigations Team determines the case is not a conflict of interest, then the case assignment will defer back to Child and Family Services Intake to follow normal protocol.
 - 3. If Child and Family Services is initially assigned a CPS case and a possible conflict is identified after assignment, the CPS caseworker will notify their associate region director or region director, who will then staff the case with the DHS Conflict Investigations Team to assess if the case should be completed by the region or transferred to the DHS Conflict Investigations Team.

4. The DHS Conflict Investigations Team is available to staff Priority 3 referrals with Intake:
 - a. Monday through Thursday from 8:00 am to 6:00 pm; and
 - b. Friday through Sunday from 8:00 am to 10:00 pm.
 5. The DHS Conflict Investigations Team is available to Staff Priority 2 referrals 24 hours a day, seven days a week.
- B. Cases that may be considered a conflict are:
1. Children who are allegedly abused while in the custody of Child and Family Services, the Division of Juvenile Justice Systems (DJJS), or DHS.
 2. Cases that directly involve a DHS employee.
 3. Cases that directly involve a DHS contracted provider.
 4. Children who are allegedly abused while in the Utah Developmental Center or the Utah State Hospital.
 5. Children that are receiving AAM services.
 - a. Upon a fully staffed DHS Conflict Investigations Team, all AAM cases will be accepted by that team. However, if this team becomes short-staffed or caseloads grow beyond the numbers agreed upon, the AAM cases that have not had Child and Family Services involvement for a long period of time and are only receiving subsidy money may temporarily return to the region for investigation.
 6. Cases that directly involve a highly visible individual involved in child welfare practice, politicians, and community partners who work directly with Child and Family Services.
 7. Cases that are determined to be a conflict by the executive director of DHS.

DHS Conflict Investigations Duties Upon Assignment as Agreed Upon by Conflict Team

- A. If the referral is accepted for investigation by the DHS Conflict Investigations Team and the child is in the custody of Child and Family Services, the DHS Conflict Investigations Team will assign the geographically appropriate Child and Family Services associate region director as a secondary worker for further assignment.
- B. The DHS Conflict Investigations Team will send an email to the associate region director and the region director, notifying them that a case has been opened. The email will contain the narrative or description of the case.
- C. The DHS Conflict Investigations Team will notify the ongoing worker for the foster child about the open CPS case they are investigating.
 1. The DHS Conflict Investigations Team will notify the director of Child and Family Services of the existence of a case involving a Child and Family Services employee who is alleged as a perpetrator once they have credible information indicating abuse or neglect has occurred. When the case is closed with a supported finding, the DHS Conflict Investigations Team will notify the director of Child and Family Services regarding the risk, conclusions, and findings.

2. The DHS Conflict Investigations Team will notify Office of Licensing (OL) on cases that involve a DHS licensed provider.

DHS Conflict Investigations Team Responsibilities As Agreed Upon by Conflict Team

- A. The DHS Conflict Investigations Team will determine an on-call schedule and will be responsible for meeting the face-to-face requirements.
 1. If face-to-face response cannot be met given the time and distance required to see the child on a Priority 1 or Priority 2 case, the Conflict Investigations worker will utilize law enforcement to assist.
 2. As a last resort, the assigned secondary worker or associate region director may be contacted to assist. This should only occur in emergency situations.
- B. Cases will be marked confidential when they involve Child and Family Services personnel or when they are determined to be necessary by the DHS executive director, the Office of Services Review (OSR) director, or the supervisor of the DHS Conflict Investigations Team.
- C. Secondary workers will be assigned from the regions for Conflict of Interest cases where the child is in the custody of Child and Family Services. Secondary workers will also be assigned on cases where Child and Family Services ongoing services may be warranted or in cases where Child and Family Services support is needed.
 1. Secondary workers will have the responsibility to:
 - a. Act as a consultant and answer general questions.
 - b. Advise about local resources available to a family.
 - c. Do a removal or change of placement on a Conflict of Interest case.
 - e. Assist Conflict Investigation workers in filing petitions.
 - f. Attend Child and Family Team Meetings (CFTMs).
 2. If the case involves Child and Family Services personnel and a removal is necessary:
 - a. The region director will be assigned as the secondary worker.
 - b. If the alleged perpetrator is a region director or deputy director, the Child and Family Services director will be assigned as the secondary worker.
 - c. If the Child and Family Services director is the alleged perpetrator, a deputy director will be assigned as the secondary worker and consultation will be made with the DHS executive director.
 3. If the Conflict Investigations worker determines a removal may be warranted, they will consult with the Child and Family Services secondary worker and Assistant Attorney General (AAG) to determine if there are local resources that could be put in place to avoid removal of the child.
 4. The secondary worker will remove the child and follow the Child and Family Services removal process if the Conflict Investigations worker obtains a warrant for removal, or if the Conflict Investigations worker determines there are exigent circumstances and a removal is necessary.

- D. If there is a need for a removal of a child in the custody of Child and Family Services, the Conflict Investigations worker will notify the ongoing worker already assigned to that child to make the placement change. The Conflict Investigations worker will notify the ongoing workers of other children in custody in the home regarding the concerns and removal of a child from that home.
- E. The DHS Conflict Investigations worker will be required to complete the CPS Investigation consistent with statute and CPS Practice Guidelines.
- F. The DHS Conflict Investigations worker will be responsible to determine the appropriate finding on the case at case closure.

Ongoing Case Transfer Process

- A. The DHS Conflict Investigations worker will staff cases with the director of the Attorney General of Child Protection when a child may be at risk as indicated by the Structured Decision Model (SDM) tools and worker expertise or in cases where a finding is questionable. If a petition is needed to ensure child safety, the Conflict Investigations worker will work with the AAG in completing the required paperwork and affidavits. The Conflict Investigations worker will sign any affidavits or petitions related to facts of the investigation and/or removal.
- B. If ongoing services are needed, the Conflict Investigations worker will contact the secondary worker and inform them of the situation. If a secondary worker has previously not been assigned, the Conflict Investigations worker will notify the associate region director and assign the associate region director as the secondary worker unless the case involves Child and Family Services personnel. The associate region director will determine further assignment. If the case involves a Child and Family Services employee and ongoing services are needed due to risk, the Conflict Investigations worker will staff the case with their supervisor and the director of Child and Family Services for necessary action.
- C. If the Conflict Investigations worker determines that the child can be safely maintained in the home but additional ongoing services are needed, the Conflict Investigations worker will notify the secondary worker and Child and Family Services will determine who will be the ongoing worker.
- D. Once Child and Family Services has identified who will be the ongoing worker, the Conflict Investigations worker will contact the ongoing worker and, when possible, set up a CFTM.
 - 1. The Conflict Investigations worker will work with the family and see if they would be willing to hold a CFTM and encourage the family to call their support network for the meeting.
 - 2. The ongoing worker will contact other Child and Family Services personnel that Child and Family Services wants to attend the meeting.

3. When possible, the Conflict Investigations worker will attend the meeting in person. However, in instances where the family is located at an unreasonable distance from the State Office, the Conflict Investigations worker will work with the ongoing worker to attend the meeting via phone.
- E. If Child and Family Services has professional staffings prior to court, the ongoing worker will notify the Conflict Investigations worker of those staffings, and the Conflict Investigations worker will attend either by phone or in person.
- F. The DHS Conflict Investigations Team will not do ongoing case work. Once the CPS case has been closed, if interim ongoing casework is needed, Child and Family Services will determine what type of case to open and make the appropriate assignments. (This may include a CIS case or PSC in the interim.)
- G. The Conflict Investigation worker will attend all court hearings prior to adjudication or dismissal of the Petition.
- H. Child and Family Services will open the appropriate ongoing case upon adjudication and disposition. (If the CPS case is marked confidential, Child and Family Services will request access to the confidential case by contacting the Conflict Investigations supervisor or designee who will make the request to SAFE.)
- I. If no ongoing services are needed, no work is required for a secondary worker beyond consultation for resources or staffing.

GRAMA Requests and Case Files

- A. The Conflict Investigations Team will be responsible to respond to GRAMA requests on behalf of the cases the team has investigated.
- B. The Conflict Investigations Team will maintain the case files in their office according to the archive schedule set up regarding CPS cases.
- C. If a Child and Family Services GRAMA specialist, in responding to a request for other case files related to region work, sees that there is a case involving the Conflict Investigations Team (worker listed is a Conflict Investigations worker), the GRAMA specialist will contact that team and notify them of the GRAMA request involving their case.

020.14 Supervisory Workgroup

Purpose

- A. Genesis of the group: Our 2011 Program Improvement Plan (PIP) requires that we establish a sustainable Supervisor Advisory Workgroup framework to strengthen

supervisors' involvement in ongoing Continuous Quality Improvement (CQI) efforts, including practice consistency and improved supervision.

- B. Purpose of the group: To support and promote fidelity to the Practice Model throughout the state and throughout all program areas.

Participation

- A. The Child and Family Services director will oversee this workgroup while the Program and Practice Improvement Team (PPIT) will provide support for facilitation, record keeping, and project implementation.
- B. Two supervisors from each region will participate in this workgroup. Participation in this workgroup must be appointed by the region director. Minimum tenure in this group is 12 months. Supervisors rotating on to and off of this workgroup will be staggered in order to possess institutional knowledge and maintain project momentum.
- C. Meeting locations will be rotated around the state in order to reduce travel hardships on participants from remote regions. The group will meet on a monthly basis.

Incentives

- A. Whenever sanctioned by the Department of Human Services (DHS), participants will be awarded incentives since participation in this project exceeds normal duties. However, in order to be eligible for an incentive, supervisors must participate in or attend 80 percent of the meetings, events, activities, and projects.

Implementation

- A. Recommendations pertaining to projects, activities, events, Practice Guidelines, resource development, and so forth will be forwarded to the Statewide Leadership Team (SLT) for approval and feedback.

020.15 Driving a State Vehicle

Major objectives:
The purpose of these guidelines is to ensure Child and Family Services workers understand and comply with the Department of Human Services (DHS) policies regarding the operation of a state vehicle and the consequences of distracted driving behaviors.

Department of Human Services Policy and Procedures

“Disciplinary action will be taken for inappropriate use of a state vehicle, to include corrective action, suspension, and termination.”

“Utah Code Title 41 Chapter 6a Section 1716 prohibits the use of text messages and electronic mail while driving. Employees driving state vehicles while using text messages or electronic mail will face suspension or termination.”

Administrative Guidelines

- A. Texting is prohibited while operating a state vehicle.
 - 1. This includes texting while stopped at a stop light or intersection.
 - 2. An employee may pull off the side of the road or into a parking lot to text or operate a GPS.
 - 3. It is acceptable to use a “hands free” device for talking on the phone or operating a GPS.
 - 4. Disciplinary action for violations related to the texting guidelines will be determined by the region or division director in consultation with the Department of Human Resources. Disciplinary action may include temporary leave without pay.
 - a. Evidence of texting while operating a motor vehicle will be required for disciplinary action to take effect. Evidence will be provided by law enforcement which includes verbal warnings, written warnings, and citations. If a citizen or someone other than law enforcement reports this, the supervisor will discuss the issue with the employee and consult with the Department of Human Resources, as deemed appropriate by the supervisor, following the conversation.

- B. Speeding is prohibited in a state vehicle.
 - 1. If caught speeding while operating a state vehicle by a law enforcement officer, the employee must immediately report it to their direct supervisor and region or division director.
 - 2. Disciplinary action for violations related to the speeding guidelines will be determined by the region or division director in consultation with the Department of Human Resources.
 - a. Evidence of speeding while operating a motor vehicle will be required for disciplinary action to take effect. Evidence will be provided by law enforcement which includes verbal warnings, written warnings, and citations. If a citizen or someone other than law enforcement reports this, the supervisor will discuss the issue with the employee and consult with the Department of Human Resources, as deemed appropriate by the supervisor, following the conversation.

 - 3. The employee will be subject to disciplinary action up to and including termination.
 - a. Employees driving state vehicles at excessive and reckless speeds will face suspension or termination.
 - b. An employee may be terminated for multiple and/or excessive offenses.

020.16 Child and Family Services Dress Code

Major objectives:

All staff members will maintain a professional appearance in dress, hygiene, and grooming appropriate for their specific work assignment and duties.

Rationale

The purpose of this dress code is to establish a standard of dress and grooming for staff of Child and Family Services that promotes a professional image, encourages public confidence, acknowledges Child and Family Services' unique authority and role in the community, provides positive modeling for those we serve, and creates an environment to build engaged relationships with clients.

Practice Guidelines

- A. Child and Family Services recognizes and respects the diversity of its employees and will take a sensitive approach when this affects dress requirements.
- B. The dress code is designed to guide managers and employees on the application of Child and Family Services standards of dress and appearance. The policy is not exhaustive in defining acceptable and unacceptable standards of dress and appearance. Staff should use common sense in adhering to the rationale underpinning the policy.
- C. The following expectations are minimum requirements for all staff in general settings, including general office and fieldwork:
 1. Clothing must be professional, modest, clean, and in good condition. In addition, the following apply:
 - a. T-shirts and other clothing that depict images or messages that are explicit, violent, profane, or otherwise inappropriate are not permitted;
 - b. Sweats, cut-offs, and shorts are not permitted;
 - c. Clothing that is provocative or revealing in nature is not permitted regardless of gender;
 - d. Underclothing and private body parts should not be visible;
 - e. Casual tank tops, exercise wear, beachwear, see-through clothing, low-cut shirts or blouses, sagging or low-rise pants, or shirts or blouses revealing bare midriffs, or tight-fitting clothing are not permitted;
 - f. Mini-skirts or skorts/culottes shorter than two inches above the knee are not permitted
 2. Hair must be neat, clean, well groomed, and not extreme in style.
 3. Hats and headwear must align with professional dress, considering local climate.
 4. Footwear is to be clean, free of holes, and appropriate for the assignment. No casual, beach footwear (i.e., flip-flops) will be worn.
 5. Visible body art, including tattoos, must not depict profanity, be of an explicit nature, or be extreme in size, pattern, location, or content.

6. Visible piercings must be discreet and not extreme in style, location, or number, etc.
- D. The following expectations are additional requirements for employees attending a public training, presentation, community meeting, or event. Child and Family Services staff will present as professionals to colleagues and the community.
1. Slacks, nice jeans, blouses, sweaters, skirts, khakis, suits, dress capris, dark/dress denim, blazers, and dress sandals are permitted. No casual tees.
 2. Men will wear only collared shirts.
- E. The following expectations are additional requirements for employees attending a court setting. Child and Family Services staff will present in the most professional manner possible when appearing in court and representing Child and Family Services.
1. Men are required to wear a tucked in dress shirt with collar, tie, slacks, dress belt, dress shoes and dress socks. Suits and jackets are encouraged.
 2. Women are required to wear a dress, dress skirt, or dress pants with dress blouses/sweaters, and dress shoes or sandals.
- F. It is the supervisor's responsibility to ensure that all staff members are dressed in accordance with the dress code.
1. Staff members who are determined by their supervisor to be inappropriately dressed will be sent home and directed to return to work in proper attire. Such time spent away from work will not be compensated.
 2. If a staff member disagrees with their supervisor's assessment of dress code compliance, regional administration will be engaged. If there is still disagreement, local administration will involve human resources to make an agency determination.
 3. Region administration may grant, on an individual basis, exceptions from the dress code for specific events or duties (i.e., special job duties, picnics, ropes courses, physical labor, etc.)

020.17 Title IV-E Stipends for BSW or MSW Degree Programs

Major objectives:

To provide guidance to staff and students of Child and Family Services regarding the responsibilities associated with the acceptance of Title IV-E stipend funding for Baccalaureate of Social Work (BSW) Program or Master of Social Work (MSW) Program tuition assistance and work duties. Title IV-E stipend funding is for Child and Family Services employees only. Title IV-E stipend funding will not continue if an employee moves to another state agency.

Practice Guidelines

- A. Employee/Student Responsibilities When Receiving a Title IV-E Stipend To Assist with Costs for a BSW or MSW Program:

1. Employees/students accepted in the BSW or MSW Program will maintain continuous enrollment in good standing in the social work program for the applicable university, which includes:
 - a. Student Behavior,
 - b. Student Academic Performance (3.00 grade point average or above; university social work program to provide notice to Child and Family Services training director when grade point falls below 3.00),
 - c. Student Academic Conduct, and
 - d. Student Professional and Ethical Conduct as defined by the university.
 2. Employees/students will complete the Program in the Public Services Domain or equivalent.
 3. Employees/students will maintain satisfactory or above performance evaluation, complete all assigned work duties, and maintain regular and predictable attendance.
 4. Disciplinary action will be enacted if employees/students become subject to Child and Family Services or University corrective or disciplinary action while in the program.
 5. Upon completion of the BSW degree requirements, students agree to become employed with Child and Family Services for 12 months if employed full-time and 24 months if employed part-time). Child and Family Services has two months to hire the student after completion of the program, or the student is under no obligation to meet the Child and Family Services employment requirement or to repay the stipend.
 6. Upon completion of the MSW degree requirements, employees/students agree to continue employment with Child and Family Services for 24 months if employed full-time and 48 months if employed part-time from the date of graduation on the diploma.
- B. Employer Responsibilities:
1. Supervisors and administrators will make efforts to support employees/students in the BSW and MSW Programs, with the understanding that the educational and/or clinical skills are desired but that work duties remain the first priority.
 2. Child and Family Services will continue to provide the stipends to the employees/students as long as federal funding is available and according to the yearly statement signed by the employees/students.
- C. Tracking of Stipends: Child and Family Services State Office support staff will track the stipends by:
1. Maintaining a database to track the students/employees receiving a stipend.
 2. Maintaining copies of all student agreements.
 3. Providing copies of all new agreements to the region director where the student/employee works.

4. Assuring quarterly that the students/employees listed in the agreements are still employed with Child and Family Services while under the working requirement for accepting the stipend.
 5. Contacting students/employees, as needed, who have left employment and not fulfilled the agreement to determine the path for payback through Utah State Debt Collections.
 6. Providing a report to the region directors or training director as requested.
 7. Maintaining documentation regarding any students that completed the BSW Program that were not offered employment within two months after completing the program, including reason employment was not offered.
- D. Repayment of Stipends: In the event employees/students fail to fulfill the academic or employment requirements listed above, or are terminated for any reason, they agree to pay back the stipend monies received according to the following terms:
1. Employees/students agree to return stipend monies received, at a pro-rated amount, to Child and Family Services. The pro-rated amount will be determined by Child and Family Services. It is the responsibility of employees/students to make arrangements with Child and Family Services to repay these funds within 30 days of the date they withdraw or are dismissed from the BSW or MSW Program, or fail to complete the academic or employment requirements listed above.
 2. Child and Family Services State Office support staff will offer the student the option to pay the entire pro-rated amount within the next 30 days, which will include informing the student about the terms of Utah State Debt Collections interest (Prime + 2%), the collection fee of 18%, and late payment fee of 6%, which will all be added to the balance due.
 - a. If the student can make a payment then,
 - (1) A check needs to be made payable to Department of Human Services and sent to the financial analyst at the DCFS State Office with a description of what the check is for.
 - (2) The check will be received and recorded as an offset to IV-E University funds expended. Finet Coding String: 200 6111 KHK H4UU 6137. A copy of the check will be placed in the student's stipend agreement file.
 - (3) Receipt will need to be sent by the training director with a confirmation of Payment-In-Full notice or a notice of referral of remaining portion of debt to State Debt Collections.
 - b. If the employee/student cannot pay the balance in full within 30 days, the student's account will be forwarded to the State of Utah Debt Collections to set up an installment payment plan with at least the following information:
 - (1) A copy of the signed tuition agreement;
 - (2) Contact Information including name, last known address, phone number, and email address;

- (3) Social Security Number;
- (4) Birthdate;
- (5) Driver License, if available.

030 Travel Policies

Practice Guidelines

- A. A brief description of policies and procedures related to travel can be accessed at the [State Travel Office](#) website.
- B. More detailed policies are outlined in State of Utah Accounting Policies and Procedures section 10-02.00 located at [State Travel Policies](#).
- C. Policies and procedures relating to use of state-owned motor vehicles are published in Rule R27-3 located at [Vehicle Use Standards](#). See section 050.7 for a summary of those policies.
- D. Policies and procedures relating to use and reimbursement for use of a private vehicle are located under [Travel-Reimbursements-Transportation](#).

030.1 Out-of-State Travel Expenses for a Child

- A. When Child and Family Services is paying for costs associated with out-of-state travel for a child, the child's expenses must be claimed from the correct funding source. The child's eligibility status at the time of purchase will determine to which Finet Activity code(s) the costs are charged. If an adult accompanies a child during travel and the adult is a caseworker, the travel expenses for the caseworker should be charged to the same coding block as his or her salary. If the traveling adult is a family member or other adult connected with the child (e.g., foster parent or prospective adoptive parent), then the Finet Activity is based on the child's eligibility status at the time the costs were incurred.
- B. The following requirements *must* be met to claim Title IV-E funds for a child's travel related expenses:
 - 1. The child must have an open foster care case;
 - 2. The child must be IV-E Eligible (FE or FT) at the time that the travel expenses are incurred; and
 - 3. The reason for travel is visitation with a parent, visitation with a family member that is being offered reunification services, placement of the child, or returning the child to a parent. *(If the reason for travel is for another purpose, then IV-E funds may not be claimed even if the child is IV-E eligible.)*

- C. If a child meets the criteria to claim IV-E funds for travel expenses, then the activity code is HCY4 – Foster Child Transportation.
- D. If the adult escort is traveling with a child that meets the criteria to claim IV-E funds, then the activity code is also HCY4, unless the escort is a caseworker.
- E. If the child does not meet the criteria to claim IV-E funds for travel expenses, then the appropriate activity code is HTN4 – Transportation Non IV-E.
- F. If the adult escort is traveling with a child that does not meet the criteria, then the appropriate activity code is HTN4, unless the escort is a caseworker.

Person Traveling	Status	Activity Code
Child	Meets IV-E criteria for travel	HCY4
Child	Does <i>not</i> meet IV-E criteria for travel	HTN4
Adult (i.e. family member or foster parent)	Accompanying a child that meets IV-E travel criteria	HCY4
Adult	Accompanying a child that does <i>not</i> meet IV-E travel criteria	HTN4
Child and Family Services Employee	Accompanying a child while traveling	Salary Coding Block

- G. A child’s IV-E Eligibility status can be acquired by requesting this information from the IV-E/Medicaid Eligibility worker. It can also be found in SAFE under the *Eligibility-Entry* tab located in the Person Window. The child’s eligibility must be either FE or FT on the date the cost is incurred to be considered IV-E Eligible.

040 Training

Major objectives:

Child and Family Services is committed to having a prepared, well-trained workforce. The cornerstone of our work is based on our model of practice. All levels of Child and Family Services staff and many of our partner agencies receive Practice Model training. It sets the expectations for statewide consistency. The Practice Model is based on seven principles: protection, partnership, permanency, cultural responsiveness, organizational and professional competence, and development. The training emphasizes utilizing five skill areas: engaging, assessing, teaming, planning, and intervening.

In addition to Practice Model training, Child and Family Services creates and delivers a multitude of specific program trainings, i.e. kinship, child interviewing, domestic violence, transitions to adult living, Indian Child Welfare Act (ICWA), and others such as supervisor training and SAFE training.

Child and Family Services' training emphasizes the importance of maintaining the parent-child relationship whenever possible; the preference for providing In-Home Services over taking a child into protective custody, both for the emotional well-being of the child and the efficient allocation of resources; and the importance and priority of kinship placement in the event a child must be taken into protective custody.

Practice Guidelines

- A. Organizational structure.
 - 1. The state office houses the Professional and Community Development Team. This team develops curriculum, performs all the logistic work of conference planning, and coordinates the statewide training effort. The statewide coordinator of training leads this team.
 - 2. Each region has a regional training manager and at least one additional trainer. The regions work cooperatively with the state team to plan, develop, and implement training on new curricula.
 - 3. At least annually, the statewide coordinator of training evaluates the regional trainers. This is done by observation and rating the trainer's skills in terms of style, preparation, engagement of the attendees, use of multi-media and other factors, as well as the appropriate delivery of the content. This evaluation is shared with the training staff as well as their regional administration.

- B. Training requirements.
 - 1. All Child and Family Services caseworkers, supervisors, and administrative staff are required to complete 40 hours of training annually. There are mandatory trainings each year as well as voluntary trainings provided in-house. Each employee can meet the 40-hour requirement through their region or through statewide training.
 - 2. Support staff receive training pertinent to their duties each year.

3. New employees receive 120 hours of training PRIOR to being responsible for independent casework and before they receive a full caseload. This training includes the Practice Model, new employee-specific training, the CORE (child development, separation and loss, and legal), SAFE, and general training such as the required DHS trainings. While court experience, shadowing, and mentoring are valuable learning tools, completion of the Practice Model training takes precedence for new employees.
 4. All staff are required to complete the regular DHS periodic training such as unlawful harassment, driver's safety, car seat safety, drug free workplace, and code of ethics.
 5. Child and Family Services has created an employee website that staff can access to clarify the training requirements they are obligated to complete and to see what trainings/conferences are available/upcoming.
 6. All Child and Family Services-sponsored training will be recorded in SAFE. This recording can be helpful for staff to track their 40-hour training requirement each year. Administration can also run reports in SAFE with regard to training attendance and subject matter.
 7. Only reading materials preapproved by the statewide coordinator of training will be eligible for annual training hours.
- C. Professionalism.
1. Staff should be punctual when attending all trainings. Under normal circumstances if more than 15 minutes of the training are missed the employee may not receive credit for training that day.
 2. Supervisors will provide/arrange for coverage for their staff so that they can attend all mandatory training sessions. Often staff have multiple opportunities to attend, so there should be a discussion between employees/supervisors regarding which session they are attending and what, if any coverage they need. New employees will not be asked to miss any of their new employee training for other purposes.
 3. All mandatory training will include a ten minute break every hour to allow staff to check their cell phones, BlackBerries, laptops, etc. Electronic devices will be silenced during training. Common courtesy is expected in terms of listening, keeping side comments and conversations to a minimum, paying attention, and in general engaging in the training experience.
 4. Training is provided to enhance knowledge, provide for safe and supported practice, and in general to broaden skills and abilities to perform the work assigned. We expect staff to participate and engage so that they can improve their skills and practice. Attendees should be aware of and follow the trainee code of conduct in all training settings.

040.1 Setting Up Quizzes for Web-Based Training to Record in SAFE (State Office Staff Only)

- A. Send the following information to the SAFE information analyst:
 - 1. Course name.
 - 2. Child and Family Services annual training hours that will be credited.
 - 3. Copy of quiz with correct answers indicated.
 - 4. Number of questions required to answer correctly to receive credit for training.
 - 5. Brief description (no more than 255 characters) for training activity entry.

- B. The SAFE information analyst will do the following:
 - 1. Work with the database team to create a training entry on the Worker window, Training tab, Entry view.
 - a. Entry is made when the test is completed with a passing score.
 - b. The system will enter the date, number of credit hours; check the “Annual Trng Hrs” box, and a brief narrative, which will include the name of the training.
 - c. Staff will not be able to edit the entry.
 - 2. Work with the DTS Web Application team:
 - a. Send the following information to the programmer:
 - (1) Name of the quiz and course number.
 - (2) The questions with the correct answerers identified.
 - (3) The number of questions answered correctly to receive credit for the training.
 - b. When the quiz is ready, the Web programmer will send the link to the SAFE information analyst. The SAFE information analyst will:
 - (1) Review the quiz to ensure it matches the paper quiz.
 - (2) Test taking the quiz to ensure that it records correctly in the Informal Training records and that it does not adversely affect other entries.
 - (3) Send any corrections to the Web programmer to correct.

- C. When everything with the quiz is correct, the SAFE information analyst will test to make sure the following information is entered in SAFE:
 - 1. Only quizzes with passing scores.
 - 2. The correct number of training hours.
 - 3. Web-based training is selected for Activity.
 - 4. The check box for “Annual Trng. Hrs.” is checked.
 - 5. ‘Yes’ is displayed in the “Approval” field.

- D. When everything is working correctly, the SAFE information analyst will send the link for the quiz to the person requesting the web training.

- E. The person requesting the training will contact the designated State Office training manager to arrange to have the quiz added to the training website.
 - 1. The designated State Office training manager will work with the DHS webmaster to publish the training on the Training Website so staff can begin taking the quiz.

050 Purchasing/Contracting

050.1 Request for Proposal Process

Major objectives:

The development and issuance of successful Request For Proposals (RFPs) usually requires the collaboration of individuals with specific expertise in, and knowledge of, DHS and state of Utah procurement policy, DHS policy for the issuance and processing of RFPs, DHS approved service codes and rates, Child and Family Services state and regional goals and objectives, and Child and Family Services Practice Guidelines. Therefore, Child and Family Services will assure that RFPs are developed in a collaborative environment where all management staff with an interest in the RFP and/or resulting contract(s) have a chance to contribute to the development and review of the RFP.

Practice Guidelines

This section outlines the process for developing and publishing Child and Family Services-related RFPs.

- A. Definitions:
 - 1. RFPs are used to solicit proposals from potential contractors that desire to provide goods or services to Child and Family Services or the clients we serve. Proposals describe the offeror’s ability to provide services that satisfy the scope of work listed in the RFP, and identify funding needed in order to deliver those services to Child and Family Services and/or the clients we serve.
 - a. “State Office contract administrator” refers to the contractual State Office staff comprised of an administrator and co-worker.
 - b. “Offeror” refers to potential contractors submitting proposals in response to an RFP.
- B. Authority to draft RFPs:
 - 1. Based on grant guidelines and program goals and objectives, it is the responsibility of region or State Office program manager, grants manager, or administrator to identify the need for an RFP, and outline the scope of work, accountabilities, and funding parameters by which the offeror must abide.
 - a. The State Office contract administrator may assist in preparing the RFP and has primary responsibility for developing and managing all

- residential, Children’s Trust Fund, Crisis Nursery, and any other RFPs or contracts funded by federal grant monies.
2. Regions have the authority to draft all other RFPs.
 3. In certain instances, regions may request that the State Office draft any RFP for which the region has primary authority.
 - a. Regional supervisors, managers, or administrators developing an RFP are encouraged to notify a State Office program manager or administrator of their intent to issue an RFP. Region supervisors, managers, or administrators may seek out and request the help of the State Office program manager should assistance be needed, and should notify the program manager should any changes be made to an RFP.
- C. Scope of work:
1. The scope of work details activities to be accomplished or services to be provided by the offeror, designed to help Child and Family Services meet its programmatic goals.
 2. Responsibility for developing scope of work guidelines and parameters lies with the region or State Office program manager, grant manager, or administrator overseeing the program.
- D. While a State Office program manager, grant manager, or administrator is not responsible for initiating an RFP or for developing the scope of work for a region, they may, at their discretion, suggest changes or revisions to an RFP’s scope of work.
- E. Review of draft an RFP:
1. All RFPs developed by region or State Office program managers, grant managers, or administrators will be submitted to the State Office contract administrator for review and opinion.
 2. The State Office contract administrator will review RFPs to determine if they meet current DHS Bureau of Contract Management (BCM) practices and guidelines, achieves goals desired, and meets standards for completeness and professionalism.
 3. If changes are recommended, the State Office contract administrator will negotiate those changes with the State Office or regional staff responsible for developing the RFP.
 - a. Only the Child and Family Services contract administrator is authorized to submit a draft RFP to BCM for BCM’s review and/or eventual publication.
 - b. The State Office contract administrator will consult with the submitting region, or State Office staff, to respond to all BCM questions and concerns. The State Office contract administrator will also consult with regions or State Office staff when making final adjustments and improvements to the RFP.

050.2 Review of Proposals Submitted in Response to Request for Proposal

Practice Guidelines

- A. The State Office or regional program manager, grant manager, or administrator submitting the RFP will assure that all proposals received in response to that RFP are appropriately scored.
- B. Scoring of any proposal will be in accordance with BCM guidelines and consistent with criteria listed in the RFP.
- C. A conflict of interest declaration must be made in any circumstance where any potential third party may perceive a bias or conflict in the judgment or interests of a reviewer selected to score a proposal.
 1. All individuals that score a proposal must declare in writing any potential conflict of interest they might have with the offeror.
 2. Even though a conflict of interest declaration does not evaluate whether a particular reviewer can evaluate a proposal without bias, a potential reviewer who makes a conflict of interest declaration may not score that proposal without prior written approval from BCM.
- D. Once the review process is complete, the submitting region or individual will prepare a scoring package to be delivered to BCM. This package will contain, at a minimum:
 1. A conflict of interest declaration from all reviewers.
 2. All score sheets completed by each reviewer.
 3. A summary of scores.
 4. A justification letter requesting permission from BCM to approve the award of the contract(s) as supported by the scores. The justification letter will include:
 - a. The date.
 - b. The RFP number.
 - c. The name or names of the successful offerors.
 - d. The specific services or service codes to be awarded.
 - e. The requested dollar amount for each contract for fixed contracts (this is not required for open-ended contracts)
 - f. The signature of the requesting individual.
 - g. A signature line where BCM will sign to indicate their approval and a line identifying the date they sign.

050.3 Processing of Contracts and Amendments

Major objectives:

All contracts and amendments that achieve official, legal status will meet the highest level of accuracy, completeness, and adherence to state of Utah and DHS procurement policies and practices.

Practice Guidelines

This section outlines the process regional and State Office managers and administrators must adhere to in processing contracts, amending contracts, implementing sole source contracts, renewing or extending contracts, or revoking contracts with individuals or organizations providing services to Child and Family Services or its clients.

- A. Contract justification:
 - 1. No contract should be submitted to the State Office contract administrator for processing until BCM has signed the justification letter for that contract (see RFP Process, section D for more information on the award letter).
 - 2. The individual or region submitting the justification letter has the primary responsibility for forwarding the contract to the State Office contract administrator for processing.
 - a. The date BCM signs the justification letter is the earliest possible starting date for that contract.

- B. Sole source contracts:
 - 1. In circumstances where a contract for services is sought, but there exists one, and only one, potential provider, the requesting individual or region may submit a sole source request.
 - a. The submitting individual or region may determine the scope of work, accountabilities, and funding restrictions for the sole source provider. However, the sole source request must meet BCM's level of justification.
 - b. All sole source requests must be submitted to the State Office contract administrator, who will forward the request to the BCM procurement officer.
 - c. The sole source request must be made to BCM on a form of BCM's design or choosing. Any modifications to a sole source request must meet BCM's approval.
 - d. The region or State Office program manager, grant manager or administrator has primary responsibility to respond to any question, request, or suggestion from BCM. Approval of the sole source request is strictly the domain of the BCM procurement officer.
 - e. The individual or region submitting the contract has the primary responsibility of forwarding the approved contract to the State Office contract administrator for processing once the BCM procurement officer grants the sole source request.

- C. Amendment justification:
 - 1. BCM has the responsibility to formalize amendments to a contract but requires that Child and Family Services submit program or contract related forms or information needed to help guide development of the amendment.
 - a. Amendments may be submitted without formal, written approval from BCM. However, a statement of justification or explanation of the purpose of the amendment, used by BCM to support the release of the amendment, should be included with each amendment.
 - b. Amendments that increase yearly allocations, above those provided in the initial award, must also include justification for the dollar increase.

- D. Submission of contracts or amendments to BCM.
 - 1. The State Office contract administrator is the only person authorized to submit documents to BCM. The region or individual developing the document will NOT submit a document to BCM for processing. Instead:
 - a. Individuals or regions developing a contract or amendment should notify the Child and Family Services contract administrator at the State Office of the document to be processed.
 - b. Individuals or regions developing a contract or amendment should gather file attachments required by BCM and send attachments either via mail, email, or fax to the Child and Family Services contract administrator.
 - c. If there are electronic files to be sent, they should be included in the email to Child and Family Services Contracts.
 - d. The region or State Office staff member developing the contract or amendment will enter information required by BCM into the BCM system.
 - e. The region or individual developing the grant or amendment should run the applicable BCM program that edits documents.
 - f. The region or individual developing the contract or amendment should run the BCM program that assigns a log number for that file.
 - i. The State Office contract administrator may submit a contract's scope of work to BCM before the contract(s) is submitted.
 - ii. BCM may choose to "scrub" the language, or may work with Child and Family Services to revise the scope of work and edit its final form.
 - (a) In the case where the scope of work has been revised, Child and Family Services needs only reference the submitted language when submitting the contract.
 - (b) If Child and Family Services does not submit the scope of work prior to submission, BCM will "scrub" the language when received, an action that may delay the processing of the contract.

- g. In most cases, the State Office contract administrator will submit the original or edited contract or amendment to BCM through the Bureau of Contract Management Information System (BCMS), a web-driven program.
 - i. BCMS is a gateway to BCM, and in addition to being used for processing documents and identifying the processing status, is used for providing information relating to documents and awards. Use of this program will be in accordance to BCM’s policies and procedures.
 - ii. BCMS uses predetermined forms to enter contract related data. It does not have the capability to enter free-form language.
 - iii. BCMS allows only specialized fields in BCMS to be changed when contracts or amendment are revised. Therefore, not all changes may be accommodated.
 - iv. In addition, the submitting individual or region must also submit a copy of the amendment in Microsoft Word concurrently with BCMS. This document should be as close as possible to the final form to be printed and should include all changes made to the amendment.
 - v. Required attachments:

Type of Contract	Required Attachments
Service Contract – Fixed Amount ("Closed-Ended" or "Defined Total" and "Actual Services/Approved Budget")	<ol style="list-style-type: none"> 1. Budget Form 2. Service Provider/Sub-recipient Checklist 3. Form W-9 4. Conflict of Interest Disclosure Form 5. If sole source, approved sole source letter 6. If effective after July 1, it may require letter of approval of funding 7. Scope of Work in electronic form if not already approved by BCM
Service Contract – Fixed Amount ("Closed-Ended" or "Defined Total" and "Actual Services/Rate Based")	<ol style="list-style-type: none"> 1. Service Provider/Sub-recipient Checklist 2. Form W-9 3. Conflict of Interest Disclosure Form 4. If sole source, approved sole source letter 5. If effective after July 1, it may require letter of approval of funding 6. Scope of Work in electronic form if not already approved by BCM
Service Contract – Non-Fixed Amount ("Open-Ended")	<ol style="list-style-type: none"> 1. Service Provider/Sub-recipient Checklist 2. Form W-9 3. Conflict of Interest Disclosure Form 4. If sole source, approved sole source letter

Type of Contract	Required Attachments
	5. Scope of Work in electronic form if not already approved by BCM
Vendor Contract	<ol style="list-style-type: none"> 1. Budget Form is optional 2. Form W-9 3. If sole source, approved sole source letter 4. If effective after July 1, it may require letter of approval of funding 5. Scope of Work in electronic form if not already approved by BCM
Children’s Trust Account Contract	<ol style="list-style-type: none"> 1. CTA Budget Form 2. Form W-9 3. If sole source, approved sole source letter 4. Scope of Work in electronic form if not already approved by BCM

Type of Amendment	Required Attachments
Service Contract Amendment – Fixed Amount ("Closed-Ended" or "Defined Total" and "Actual Services/Approved Budget")	<ol style="list-style-type: none"> 1. Budget Form (if changing the contract amount) 2. If effective after July 1, it may require letter of approval of funding 3. Full amendment prepared in Word
Service Contract Amendment – Fixed Amount ("Closed-Ended" or "Defined Total" and "Actual Services/Rate Based")	<ol style="list-style-type: none"> 1. If effective after July 1, it may require letter of approval of funding 2. Full amendment prepared in Word
Service Contract Amendment – Non-Fixed Amount ("Open-Ended")	<ol style="list-style-type: none"> 1. Full amendment prepared in Word
Vendor Contract Amendment	<ol style="list-style-type: none"> 1. Budget Form (if changing the contract amount and there was a budget in the original contract) 2. If effective after July 1, it may require letter of approval of funding 3. Full amendment prepared in Word
Children’s Trust Account Contract Amendment	<ol style="list-style-type: none"> 1. CTA Budget Form (if changing the contract amount) 2. Full amendment prepared in Word

- vi. Once the State Office contract administrator has been notified through the Child and Family Services Contracts email of the completed file in BCMS, has all required attachments, and the file has been correctly entered into BCMS, the contract administrator will submit the entire package to BCM for processing.

- E. BCM processing of contracts and amendments:
 - 1. BCM will advise the State Office contract administrator of any issues or questions that could delay the processing of any contract or amendment. The State Office contract administrator and all regional contract analysts will work the BCM to address any and all issues as identified by BCM.
 - a. BCM will prepare a draft of the contract or amendment and forward the draft to State Office contract administrator for review.
 - b. Within three business days of receipt of the document the contract administrator will review the document and send it to BCM with a completed summary page
 - c. BCM will prepare official copies for signature.
 - i. If the contract or amendment requires regional signatures, the State Office contract administrator will forward the copies to the region.
 - d. It is the region's responsibility to secure the provider's signature as well as regional administrators signatures.
 - i. If the contract or amendment does not require regional signatures, the State Office contract administrator will send the document to the provider for their signature.
 - e. Once the provider and the region sign documents (if required), documents will be presented to the Child and Family Services director for signature.
 - f. Once the director or his/her designee's signature has been obtained, the documents will be returned to BCM for final processing.
 - g. BCM will obtain final signatures, assign a contract number if the contract is new, enter the document into CAPS (Contracts, Approvals, and Payments System), and return the final copy to Child and Family Services.
 - h. The State Office contract administrator will make 2 copies. The State Office will retain one copy. The original and the second copy are sent to the appropriate region.
 - i. The regional contract analyst will keep the second copy and send the original document, along with any other information the region deems necessary, to the provider.
- F. If the contract or amendment involves changes to open-ended service code rates, the State Office contract administrator will enter approvals for those changes on CAPS.
- G. Contract renewal/extension:
 - 1. The program manager/grant manager/specialist and the Child and Family Services State Office contract administrator share the responsibility for monitoring the expiration date of contracts.
 - a. Amendments to extend the end date must be made within the approved time frame of the RFP or sole source approval. No amendment will

extend past the RFP or sole source end date without specific approval from BCM.

- H. The individual or region responsible for monitoring the contract is responsible for submitting the renewal justification, or justification for extension, to BCM for processing.

050.4 Purchasing

Practice Guidelines

The process to purchase goods and services is outlined on the [Accounting Policies and Procedures](#) website.

050.5 Contract Monitoring/Auditing

Major objectives:

Child and Family Services will complete a comprehensive audit of each contract at least once per fiscal year.

Practice Guidelines

DHS requires Child and Family Services to complete a comprehensive audit of each contract at least once per fiscal year the purpose of which is to ensure the provider is adhering to the terms of the contract. This section outlines the process to review Child and Family Services' contracts.

- A. Child and Family Services Contract Monitoring Plan:
 - 1. During the first quarter of each fiscal year BCM requires Child and Family Services to update and submit a Contract Monitoring Plan.
 - a. The plan, as currently submitted, has the following sections and details the requirements for each:
 - i. Agency Organization.
 - ii. General Procedures.
 - (a) Provides an overview of the auditing process.
 - iii. Contract Review Procedures.
 - (a) Details requirements for conducting an acceptable audit.
 - (b) Is written to provide specific directions without locking an auditor into procedures that may not apply to a particular contract.
 - (c) Assumes the auditor is a professional capable of designing an audit program that meets the needs of any specific contract.
 - iv. Contract Review Reports.
 - (a) Indicates which reports are needed to document an audit.

- v. Corrective Action Procedures.
 - (a) Identifies procedures to be followed when a provider is found to be out of compliance with the terms of their contract.
 - (b) Details provider responsibilities associated with development and submission of a Corrective Action Plan used to outline the process to be followed to correct deficiencies.
- vi. Grievance Procedures.
 - (a) Identifies options by which a provider may file a grievance in relation to an audit finding.
- vii. Monitoring Schedule.
 - (a) Regional contract auditors present a schedule identifying when each contract will be audited during the coming year.
 - (b) As unforeseen issues arise, situations change, or other unexpected developments force a revision to the schedule, not every contract may be audited according to the schedule.
- viii. Child and Family Services Monitoring Tools.
 - (a) Presents recommended forms to be used when auditing a contract.
 - (b) Each audit may be modified to meet the needs of the provider or contract; therefore, as long as information on the recommended forms is obtained, each auditor is allowed to deviate from use of those forms as they deem necessary.
- b. The purpose of this document is to establish monitoring and auditing procedures to be followed during that fiscal year.
- c. Because BCM allows for or requires the plan to be submitted each year, it is an evolving document.
- d. That plan may need revision for the following reasons:
 - i. Changes in personnel or organization.
 - ii. Reassignment of duties of BCM or Child and Family Services staff.
 - iii. BCM modifies audit requirements.
 - iv. Audit techniques are refined.
 - v. Other reasons that would justify a modification from previous plans.
- e. The latest version of Child and Family Services' Contract Monitoring Plan as submitted to BCM should be the only version used for monitoring or auditing of contracts.

B. Assignment of contracts:

1. The region that administers a contract is also the region responsible for submitting the official, final audit report to the Child and Family Services contract administrator and BCM.
 2. However, when the region with primary responsibility requests, any other region may assist, support, or on behalf of another region, complete needed audit functions.
 3. Nothing in these Administrative Guidelines or the Child and Family Services Contract Monitoring Plan should forestall collaborative efforts between regions, or between regions and the State Office.
- C. Activities Generating Administrative Action:
(A task force convened by DHS is currently addressing this topic. This section will be completed when the task force develops their recommendations, and the recommendations are accepted and implemented by Child and Family Services Administration.)

050.6 Inter-Agency Agreements

Major objectives:

Contracts are legal agreements between the state of Utah and other legal entities. As such, the state of Utah cannot enter into a contract with itself. Therefore, when the need exists for different departments or divisions to form agreements they are encouraged to develop and implement Inter-Agency Agreements.

Practice Guidelines

This section outlines procedures to be followed when developing and implementing an Inter-Agency Agreement.

- A. Inter-Agency Agreements:
1. Are exempt from the normal procurement rules for the state.
 2. Can be initiated, negotiated, and written by anyone in Child and Family Services acting under the direction of the director, finance director, region director, or their designee.
 3. The document will require the signature of at least one of the aforementioned individuals.
 4. The agreement should have, at a minimum, the following components:
 - a. The identity of both contracting parties,
 - b. The purpose of the agreement,
 - c. The requirements for both parties, also known as the scope of work,
 - d. If an amendment to an earlier agreement, the exact changes to the previous language,
 - e. The fiscal impact, if any, including the appropriate FINET codes,
 - f. The effective date of the agreement, and

- g. Signature(s) from responsible parties authorized to sign by their respective agencies.
- 5. Completed copies of all documents will be given to the Child and Family Services contract administrator.
- 6. The Child and Family Services contract administrator will give one copy to BCM.

050.7 Use of State and Personal Equipment

Major objectives:

Employees will properly utilize and account for state-owned or funded equipment. When used for work-related purposes, employees will also assure authorization is received for use of personal equipment and will ensure that work expenses related to that personal equipment are justified.

Practice Guidelines

This section explains the process to justify and obtain approval for use of both state-funded and personal equipment used by a caseworker in performance of their duties.

- A. Cell phones:
 - 1. State-funded cell phones:
 - a. Child and Family Services staff should refer to section 06-02 of the DHS Policies and Procedures [Cellular Phones](#) for guidance regarding proper use of state-funded cell phones.
 - b. All staff requesting a cell phone for work use will need supervisory approval and a statement justifying the work-related need.
 - c. All employees must sign a cell phone user agreement.
 - d. All requests for cell phones and all cell phone user agreements must be retained in a file maintained by the employee's work unit.
 - 2. Personal cell phones used for business purposes:
 - a. Any request to use personal cell phones for work purposes must include a statement explaining the need for use of a phone that is not state-funded.
 - b. If a request is not made for use of personal cell phones and these phones are used for business purposes, Child and Family Services may deny payment.
 - 3. Payment for cell phone services beyond voice services currently offered by the state-funded cell phone:
 - a. An employee must submit a written request to region directors or the Child and Family Services director, including justification for the need for instant email service, unlimited data transmission, or any other cell phone service used in the performance of their work duties.
 - b. If a written request and justification for additional services is not submitted, and approval received, Child and Family Services may deny

payment for those services and require the employee to pay those charges.

- B. Information Technology (IT) hardware, software, and web resources:
 - 1. Use of computer-related technology is strictly controlled by the DHS, which will monitor and enforce this policy to ensure that its employees and other users do not use IT resources for impermissible personal uses or for any other uses that violate this policy.
 - 2. The following DHS policies outline procedures to be followed when utilizing state-owned technology resources.
 - a. [IT asset security.](#)
 - b. [Software security.](#)
 - c. [Appropriate use.](#)
 - d. [Clarification of appropriate use.](#)
 - e. [End user system development.](#)
 - f. [Web standards and procedures.](#)

- C. Motor vehicles:
 - 1. Policies and procedures relating to use of state-owned motor vehicles are published in [Rule R27-3](#).
 - a. Employees do not have to attend the defensive driving course in order to drive a state vehicle, but they do have to:
 - i. View a 22-minute diving video available through the State Office or region's fleet manager/coordinator or HR representative.
 - ii. Obtain a "User ID" for Fleet Focus from the fleet coordinator.

- D. Private vehicles:
 - 1. Use of and reimbursement for use of personal vehicles should be pre-authorized. Policies and procedures relating to use and reimbursement for use of a private vehicle are located on the [State Travel Office](#) website.

060 Payments/Collections/Budgeting/Forecasting

060.1 Payments

Practice Guidelines

- A. The process for making payments to employees, contractors, or vendors is on the [Accounting Policies and Procedures](#) website.

- B. Policies and procedures regarding payments specific to the DHS are outlined on the [Office of Fiscal Operations](#) website.

- C. In order to correctly process payments for providers, caseworkers must ensure that placement dates in SAFE and the dates on the payment form (form 520) accurately reflect the dates that services were provided. If the dates on the payment form are inaccurate, the caseworker will make the needed changes on the payment form prior to signing the payment form for processing, so the correct payment will be issued to the provider.

060.2 Budgeting

Practice Guidelines

The budgeting process as determined by the Department of Administrative Services, may be accessed at the on the [Accounting Policies and Procedures](#) website.

060.3 Forecasting

Practice Guidelines

The purpose of this section is to outline the process used to present forecasts that gauge division budgets against actual income and expenditures and utilized by DHS and division directors and managers to ensure the financial stability of Child and Family Services programs and services.

- A. The Child and Family Services State Office updates each region's forecast model monthly.
 - 1. The updated forecast model will include current dates, current table figures, and current FINET downloads.
 - 2. Monthly updates to the forecast model will be sent to regional administrative managers for their input.
 - 3. Regional administrative managers will revise the monthly forecast update and return the forecast to Child and Family Services finance manager.
 - 4. The Child and Family Services finance manager will compile revised region forecasts into a single division forecast, and forward that forecast to DHS directors, program managers, regional financial managers, and other division directors and managers.

060.4 Coding Structure

- A. The account code structure used for coding all financial transactions and the account and service codes can be accessed on the [Accounting Policies and Procedures](#) website.

060.5 Developing or Changing Region or Office Codes

Major objectives:

To ensure that payments and billings are accurate in CAPS and case information is accurate in SAFE whenever a change to any Child and Family Services' work location is made.

Practice Guidelines

So that payments and billings are accurate in CAPS and caseworker and case information is accurate in SAFE, the following steps must be followed whenever a change to any Child and Family Services' work location is made (change in office address, zip code, etc.):

- A. The regional budget officer will:
 - 1. Request and complete the ["Request for New Region/Office or Changes"](#) form and forward the completed form to the data and research manager.
 - 2. Supply a list of supervisors and caseworkers that will occupy the office to which the changes apply.

- B. The data and research manager will designate a staff member from the SAFE Helpdesk who, in cooperation with the Information System (SAFE) program director will, if necessary, designate a new office designation alpha code.
 - 1. The SAFE Helpdesk staff member will make changes and/or add new region/office codes to CAPS.
 - 2. The SAFE Helpdesk staff member will notify the data unit, federal revenue manager, and federal revenue eligibility specialist of changes made.
 - a. The federal revenue manager will assure that additions and changes are made in the RMS.
 - 3. The SAFE Helpdesk staff member will notify the budget/accounting supervisor, who will be responsible for adding new region/office codes to the purchase service code in FINET.
 - 4. The SAFE Helpdesk staff member will move caseworker and applicable case records of supervisors and caseworkers supplied by the regional budget officer to the new location.
 - 5. The SAFE Helpdesk staff member will notify the administrative hearing tracker of changes, who will be responsible for notifying State Archives of the new office designation.
 - a. The state archives specialist will assign a new retention series for the new office and notify the administrative hearing tracker of the new series.
 - b. The administrative hearing tracker will notify the regional archive staff of the new series numbers.
 - 6. The SAFE Helpdesk staff member will notify the State Office receptionist of the location and telephone numbers of new offices, as well as send an email to all staff notifying them of those changes.

7. The Information System (SAFE) program director will be responsible for making region budget code additions or changes to SAFE.

060.6 Grants and Awards

Practice Guidelines

This section outlines processes and responsibilities associated with applying for and obtaining grants and awards from federal, private non-profit, foundation, business and industry, or other sources providing funding that support the provision of services provided by Child and Family Services in the state of Utah.

- A. DHS as funded entity:
 1. DHS will be listed on all grant applications as the entity applying for receiving, and responsible for accounting for, funding.
 2. All federal, foundation, local, and private grant applications must be submitted to DHS and signed by the executive director prior to presenting an application to the granting entity.
 3. Grant packages should be submitted for approval to DHS 30 days prior to the due date.
 - a. If this is not possible, at a minimum, applicants should allow at least seven days for DHS approval.
 - b. It is possible to obtain approval on a walk-through with shorter notice but should be avoided wherever possible.
- B. Federal plans, grants, reports:
 1. Entitlement grants.
 - a. IV-E.
 - i. The purpose of this funding is to enable states to provide, in appropriate cases, foster care, transitional independent living programs, and adoption assistance for children with special needs.
 - ii. This plan is submitted when significant changes to policies, procedures, laws, or programs and services are required.
 - iii. The State Office Revenue Team is the entity responsible for preparation of Title IV-E plan.
 - iv. The Revenue Team manager is the person responsible for preparation of the plan.
 - v. A program improvement plan is required if the state is found “not in substantial compliance” with IV-E eligibility provisions.
 - vi. A IV-E review is normally conducted every three years. If the state is found “not in substantial compliance” with IV-E eligibility provisions another review will be conducted following the publication of a program improvement plan.
 2. Formula grants.

- a. Child and Family Services Plan.
 - i. Funding sources and purpose of funding:
 - (a) Funding from the Child Abuse Prevention and Treatment Act (CAPTA) supports child abuse and neglect prevention, assessment, investigation, prosecution, and treatment activities and also provides grants for demonstration programs and projects.
 - (b) Funding from the Chafee Independent Living Act (CFCIP) ensures that young people involved in the foster care system receive services and supports that will enable them to successfully transition to independent living. It enables participants to receive education and training including vocational training; provides training in daily living skills, budgeting, locating and maintaining housing; provides for individual and group counseling; enables older youth 18 to 21 years to receive housing assistance; provides for the establishment of outreach programs; provides each participant with a written independent living plan; and allows participants to remain eligible for Medicaid up to age 21.
 - (c) Education and Training Voucher (ETV) funding, while integrated into the overall purpose and framework of CFCIP, has a separate budget authorization and appropriation from the general CFCIP program. ETV helps meet the education and training needs of youth aging out of foster care including (1) youth otherwise eligible for services under the state CFCIP program; (2) youth adopted from foster care after attaining age 16 years; and (3) youth participating in the voucher program on their 21st birthday, until they turn 23 years old, as long as they are enrolled in a post-secondary education or training program and are making satisfactory progress toward completion of that program.
 - (d) Funding associated with Title IV-B Part 1 helps states protect and promote the welfare of all children; prevent the neglect, abuse, or exploitation of children; supports at-risk families through services that allow children to remain with their families or return to their families in a timely manner; promotes the safety, permanence, and well-being of children in foster care and adoptive families; and provides training, professional development, and support to ensure a well-qualified workforce.
 - (e) Title IV-B Part 2, Promoting Safe and Stable Families funding enables states to develop, establish, or expand,

- and to operate coordinated programs of community-based family support services, family preservation services, time-limited family reunification services, and adoption promotion and support services.
- ii. This plan is due every five years on June 30th.
 - iii. The State Office Revenue Team is the entity responsible for preparation of this document.
 - iv. The federal revenue manager is the person responsible for preparation of this document.
 - v. An Annual Progress and Services Report, prepared by the Revenue Team, is due yearly on June 30th.
 - vi. Reviews are conducted every five years unless the state is found, at any time, not to be found operating in “substantial conformity.”
- b. The purpose of Community Based Child Abuse Prevention (CBCAP) funding is (1) to support community-based efforts to develop, operate, expand, enhance, and network initiatives aimed at the prevention of child abuse and neglect; (2) to support networks of coordinated resources and activities to better strengthen and support families to reduce the likelihood of child abuse and neglect; and (3) to foster an understanding, appreciation, and knowledge of diverse populations in order to be effective in preventing and treating child abuse and neglect.
- i. This grant is normally due yearly by May 15th.
 - ii. The State Office Revenue Team is the entity responsible for preparation of this grant.
 - iii. The federal revenue manager is the person responsible for preparation of this grant.
 - iv. An annual report, prepared by the Revenue Team, is due yearly on December 31st.
- c. The purpose of Family Violence Prevention and Services Act (FVPSA) funding is to assist states in establishing, maintaining, and expanding programs and projects to prevent family violence and to provide immediate shelter and related assistance for victims of family violence and their dependents.
- i. The grant is normally due yearly on February 15th.
 - ii. The State Office Revenue Team is the entity responsible for preparation.
 - iii. The domestic violence program manager and State Office Revenue Team have joint responsibility for preparation of this grant. An annual report, prepared by the Revenue Team, is due yearly on December 31st.
- d. Discretionary grants are used to develop new or support existing Child and Family Services programs and services, and usually support national child welfare service delivery priorities.

- i. Due dates for proposals vary and are outlined in an agency's RFPs.
 - ii. The Revenue Team normally prepares these grants.
 - (a) Before regions make application, regions must contact the federal revenue manager or State Office program manager affiliated with the proposed program or service to be delivered.
 - iii. State office or region grants and program staff are the individuals normally responsible for preparation of these proposals.
 - iv. Reporting requirements are outlined in the funding agency's RFPs.
 3. Foundation, non-profit, corporate, and other grants and awards purpose of funding.
 - a. Are usually smaller grants that support Child and Family Services programs and services.
 - b. The due date for proposals varies in accordance with the agency's application guidelines.
 - c. Regions or the State Office grants or program staff may prepare applications.
 - d. Regions should notify State Office program managers of potential grants affecting the program manager's program area.
 - e. Reports are made to the funding agency in accordance with the agency's application guidelines.
- C. Division, department, and governor's approval and authorizations.
 1. All aspects of a grant document prepared by Child and Family Services or its regions must be approved by the Child and Family Services director (or in that person's absence, a deputy director), including but not limited to:
 - a. The grant concept.
 - b. Budget.
 - c. State match needs.
 2. Procedure to gain approval:
 - a. Prepare a summary of the basic grant requirements.
 - b. Submit the summary to the Revenue Team manager for review.
 - c. When approved, submit the original to Child and Family Services director with copies to the administrative team and relevant program managers.
 3. Documentation required to be submitted with applications may include:
 - a. Form 424 (not 424A or 424B) used for seeking approval to submit federal grant applications and, when required, for submission of federal grants. This form is also used for grant review by DHS, the Governor's Office, and when required by statute, the Legislative Appropriations Committee.
 - i. Ongoing grants do not require submission of the Form 424, and in this instance is completed only for internal review.
 - ii. Private grants, such as foundation grants, still require approval by DHS but do not require review by the Governor's Office or State Legislature and so do not require the completion of the Form 424.

- iii. Please contact the Revenue Team located in the State Office for instructions on completing this form.
 - b. The GOPB Budget Impact Form is used for grant review and approval by DHS, the Governor's Office, and when required by statute, the Legislative Appropriations Committee.
 - i. Private grants, such as foundation grants, still require approval by DHS but do not require review by the Governor's Office or State Legislature so do not require the completion of the GOPB Budget Impact Form.
 - ii. Please contact the Revenue Team located in the State Office for instructions on completing this form.
- 4. Grant abstract or grant goals and objectives.
 - a. Documents, including cover letters and memoranda that require authorizing signatures, or initialed approval, before submitting to DHS.
 - i. The Child and Family Services director must review all documents requiring approval from the DHS executive director.
 - ii. If possible, the Revenue Team manager should review each grant package before submission to the Child and Family Services director.
- 5. Lobbying certification form.
 - a. Other certifications or assurances to be signed by the Governor's Office or DHS administration.
 - i. If any documents need to be signed by the governor, include a copy of the documents in the grant package with a note that they require the governor's signature.
 - ii. The Revenue Team manager will submit an electronic copy of these documents to the executive secretary in the DHS Executive Director's Office, who will initiate the signature request process with the governor's office.
 - b. Please contact the Revenue Team for guidance on the internal review process and other documentation needed to internally process a grant application.
- 6. Notification of approval.
 - a. DHS approval to submit the grant will be forwarded to the preparer by the Office of Fiscal Operations fiscal manager for grants.
 - b. The fiscal manager for grants will also return any documents that require DHS signature.
 - c. That person will also notify the preparer by email of the State Application Identification (SAI) number to be included on documents requiring that number.
 - d. For documents submitted to the Governor's Office for approval, the executive secretary in the DHS Executive Director's Office will provide notification when forms are ready to be picked up at the Governor's Office.

- D. Legislative review:
 - 1. All grants, other than those authorized by the Social Security Act, require legislative review including those relating to the FVPSA, CAPTA, and CBFRS.
 - 2. Discretionary grants may also be subject to legislative review.

- E. Grants proposed by or submitted by other state agencies, contractors, non-profits, or other organizations where Child and Family Services may become a partner, provider of services, or subcontractor:
 - 1. No Child and Family Services employee will agree to become a participant in a grant proposed, developed, submitted, or implemented without the approval of Child and Family Services director or his/her designee.
 - 2. No Child and Family Services employee will supply division, region, or program-related personnel or program and service information or data without the authorization of region management or the State Office data/research manager.

060.7 Provider Over Payments and Under Payments

- A. Foster Care Provider Over Payments. If a review of payment records by Child and Family Services staff (including regional or state administration, supervisors, or financial managers) determines that a payment made by Child and Family Services to an out-of-home care provider was incorrectly over paid, Child and Family Services may require the over payment amount to be repaid. Repayment of the overpaid amount will be sought when the amount exceeds \$10.00. The incorrect payment information will be provided to the regional Administrative Services Manager (ASM), who along with the caseworker will examine the information that caused the over payment and, when necessary, will correct the information in SAFE or in the payment data to accurately reflect the number of units and the dollar amount the provider should be paid. The ASM will take the following actions to recover the payment overage:
 - 1. The ASM or a designated regional staff member will provide written notice to the provider of the over payment and request the provider to repay the overage within 30 days of the date of the written notice.
 - 2. If the provider believes the Department of Human Services/Child and Family Services' determination is incorrect, the provider will have 14 days from the date of the written notice to appeal the payment notice by providing information in writing to the ASM that supports the accuracy of the payment. The ASM will provide the over payment information and the appeal to the region director or designee to make a determination as to whether the over payment occurred.
 - 3. If, after a review of the provider's appeal, Child and Family Services verifies the over payment occurred, the provider will remit the full repayment within 30 days of the determination.
 - 4. If the provider is unable to remit the full repayment of the over payment amount within 30 days, Child and Family Services will work with the provider to make payment arrangements. Failure to repay the over payment amount or failure to

comply with the arrangement for repayment may result in Child and Family Services suspending current and/or future placements with the provider, even if the provider maintains a current license. Child and Family Services also reserves the right to seek collection of the over payment amount through the Office of Recovery Services (ORS) and/or other collection agencies. If a collection agency is used to recoup the over payment amount, the provider may also be responsible to pay for any attorney fees, collection fees, or other fees required by a collection agency.

- B. Foster Care Provider Under Payments. If a review of payment records by Child and Family Services staff (including regional or state administration, supervisors, or financial managers) determines that a payment made by Child and Family Services to an out-of-home care provider was not sufficient or was under paid for services rendered, Child and Family Services will initiate a payment to the provider for the shortage. The information will be provided to the regional ASM, who along with the caseworker will verify the information that caused the shortage and will correct the information in SAFE or in the payment data to accurately reflect the number of units and the dollar amount the provider should be paid. The ASM will then remit the payment to the provider.
1. If a provider determines that they have been under paid, they are responsible to contact the Child and Family Services regional office that initiated the payment so that the under payment can be investigated.
 2. If the provider is dissatisfied with the outcome of the regional office investigation, they may submit a written request to the regional ASM within 30 days of the payment disparity (under payment) for formal review by the region director or designee.

060.8 Client Absences From Out-of-Home Placements

- A. "Absent" days are defined as days where the child is not under the care and supervision of the identified out-of-home caregiver for all 24 hours of a calendar day. Absent days are used for situations such as when the child is on a visit with their parents or relatives, when a child is in respite, or when a youth is on runaway status. Absent days will not be used unless the intent is for the child to return to the identified out-of-home caregiver.
1. Child and Family Services may pay an out-of-home caregiver up to eight absent days per calendar month at their normal payment rate.
 2. In order for absent days to be paid, they must have been discussed with and pre-approved by the caseworker, and when appropriate, the Child and Family Team.
 3. The caseworker must provide written approval to the out-of-home caregiver for the use of absent days prior to payment being issued for absent days. Written approval may be in the form of a letter signed by the caseworker or by email. A copy of the written approval will be documented in the activity logs.
 4. As a general guideline, client absences are planned for two days per episode (such as a weekend); however, the use of absent days allows for flexibility in order to be individualized for the needs of the child.

5. In emergency situations, absent days may be paid without prior approval if the caseworker provides verbal authorization. The caseworker must subsequently document providing authorization for the payment in the activity logs.
6. For contract providers only, if for any reason the absence will exceed eight days, a reduced rate will be paid to the provider through the use of an “absent code”. Any payment made using the absent code requires the caseworker to obtain prior written authorization through the identified regional process. The caseworker must also provide a copy of the written authorization to the contract provider.
 - a. Contract providers with whom Child and Family Services has an arrangement for a guaranteed number of beds will not have to use the absent code in order to hold the placement for a child.
 - b. If the contract provider is receiving payment for days when the child is absent from the placement, the contract provider is responsible for maintaining contact with the child and the parties responsible for the child’s care and supervision while the child is away from the placement, unless the child is on runaway status. Contact may be made by phone or by face-to-face visits to ensure ongoing safety and adequate supervision. Contact may include collateral contacts. Any contact made should be documented by the contract provider on the TR08 Visitation Report and a copy should be provided to the caseworker.
 - c. If the child is on runaway status, the contract provider will only be paid for the first two consecutive days the child is absent using the daily care and supervision rate. If the intention is for the child to remain in the same placement, the caseworker must receive prior written authorization through the identified regional process to continue payment at a reduced rate (using the absent code). The reduced rate payment to the out-of-home caregiver when a child is on runaway status will not exceed 10 days.

070 Audit Reviews and Responses

070.1 Quality Assurance

Practice Guidelines

The purpose of this section is to identify and describe the three mandatory review processes and one administrative tool used to analyze and evaluate Child and Family Services’ success at meeting its goal to use identified best practices to provide quality programs and services that meet federal and state requirements and regulations.

- A. Child and Family Services’ role in Qualitative Case Review (QCR):
 1. QCRs:

- a. Measure the child and family status as well as system performance as they relate to services delivered to children and families served by Child and Family Services.
 - b. Is not a review of casework compliance with federal, state, or other procedures or regulations.
 - c. Focus is on casework “best practices.”
 - d. Rely on face-to-face interviews with members of the child and family team (including the family) that provide support to the child and family.
2. Child and Family Services region responsibilities:
 - a. If the child is not in Child and Family Services’ custody, regions will obtain the consent of the parent/guardian of the child designated as the target child for the review to participate in the review.
 - b. Regions will schedule interviews with clients, providers, and others participating in the review.
 - c. Regions will ensure that the primary caseworker assigned to a case under review will attend both an initial interview and an exit interview with reviewers. If the caseworker is not able to attend these interviews, the supervisor or other region administrator will attend.
 - d. Regions will help ensure that the review runs smoothly by providing reviewers with information and office accommodations.
- B. Child and Family Services’ Role in Case Process Review (CPR):
1. CPRs:
 - a. Review case documentation to evaluate caseworker compliance with Child and Family Services’ Practice Guidelines, principles that identify minimal service delivery standards in the areas of CPS, In-Home Services, and Out-of-Home Care Services.
 - b. Identify whether a service delivery activity was completed but do not evaluate the quality or effectiveness of an activity.
 2. Region responsibilities:
 - a. Regions will provide any documentation that might allow reviewers to appropriately score questions.
 - b. Whenever possible, regions will assist reviewers by having the caseworker associated with a case attend a meeting following the review.
 - i. If this is not possible, the region will have either the supervisor or a region administrator attend the meeting.
- C. Child and Family Services’ role in trend data analysis:
1. Trend data analysis:
 - a. Formally reviews data elements that evaluate service delivery to children and families in the broader view of protection, permanence, and well-being, and ultimately identifies trends in data that show progress in the areas of CPS, In-Home Services, and Out-of-Home Services and treatment.

- b. Three separate committees review trend data on a quarterly basis and watch for significant changes in data indicators. These committees include:
 - i. An internal committee comprised of program managers and region quality assurance administrators known as milestone coordinators.
 - ii. Child and Family Services' state administrative team including region directors.
 - iii. External QICs consisting of citizen volunteers.
 - c. After drawing conclusions based on their collective knowledge of the system and trends identified, each group will generate and deliver minutes of their meeting to the state administration team. Minutes will include:
 - i. Data discussed.
 - ii. Trends identified.
 - iii. Recommendations the committee feels will influence trends and thus improve both data collection and outcomes for children and families served.
 - d. The state administrative team will review the following quarter's minutes from the trends and QIC meetings and will determine any actions to be taken based on the recommendations provided by those committees.
 - e. The state administrative team will report back to committees during the quarter following the one in which the recommendations were made. Reports will include:
 - i. Steps taken by the state administrative team to address recommendations.
 - ii. Outlines of state and region action plans formulated in response to the recommendations.
- D. Changes and modifications to review tools or the review process.
- 1. Significant modifications to review tools or the review process may be made by Child and Family Services in order to comply with or implement changes in the law. The Child Welfare Improvement Council will receive written notice to include:
 - a. The proposed change.
 - b. A summary of the reason for the change.
 - c. The proposed date of the implementation of the change.
 - 2. The Child Welfare Improvement Council will have no fewer than 45 days to comment on the proposed change (the proposed date for change must be at least 45 days after the notice is given).
 - 3. Child and Family Services will give full, fair, and good faith consideration to all comments and objections received, and will notify the Child Welfare Improvement Council in writing of their decisions regarding the Child Welfare Improvement Council's comments and reasons supporting their decision.

4. Child and Family Services will provide information on all material changes in its annual report.
 5. To assure that review findings are objective and maintain high inter-rater reliability, the content of questions within review tools may be modified.
 - a. Modifications may include collapsing or combining questions as long as another question will evaluate the same issue and deliver similar data.
 - b. The frequency of reviews may be modified.
 - i. Modifications will not provide for less than annual reviews, eliminate reviews, or change the major focus of the review without the consent of groups (listed in B.2.) that review trend data.
- E. Supervisor Finishing Touches (SFT):
1. Is not a formal review but is an administrative tool used by supervisors and regional administrators to evaluate the effectiveness of services provided by a caseworker and formulate recommendations that may help a caseworker better meet the needs of their clients.
 2. Required responsibilities of supervisors.
 - a. Supervisors will perform one SFT review per caseworker per month.
 - b. Supervisors will ensure results of reviews are entered in SAFE.

070.2 Quality Improvement Committees

Practice Guidelines

The purpose of this section is to outline Quality Improvement Committee (QIC), region, and State Office responsibilities that support QIC activities required by the Performance Milestone Plan, the 2007 stipulations pertaining to the exit of that plan, and activities expected of CPS Citizen Review Panels (CRPs) as mandated by the Child Abuse Prevention and Treatment Act (CAPTA).

- A. Each region is required to establish, maintain, and support a Regional QIC.
1. Each Regional QIC will be composed of citizen and community partners living or practicing within a region's jurisdiction.
 2. Each Regional QIC will be led by a citizen chair.
 3. Each Regional QIC will conduct at least ten monthly meetings every year.
 4. At least yearly, each Regional QIC will invite the following agencies to a committee meeting and receive reports that relate to child welfare trends or the status of child welfare services:
 - a. The Office of Services Review (OSR) will report on QCR and CPR outcomes.
 - b. The Office of Child Protection Ombudsman will report on trends pertaining to client and consumer complaints about services delivered by Child and Family Services.

- c. The DHS Fatality Review Committees will present the Fatality Review Report.
 5. Regional QICs may review Child and Family Services' policies and procedures and data to develop recommendations designed to improve processes and outcomes relating to Child and Family Services' Child Protective Services (CPS), foster care, in-home, transition to adult living, domestic violence, kinship, and other programs and services.
 6. Acting as the CRP as required by CAPTA, Regional QICs will examine policies, procedures, and practices, and specific cases when appropriate, to evaluate the extent to which the CPS system is successfully discharging protection responsibilities in accordance with provision specified in 107.c of CAPTA.
 7. All recommendations or action plans developed by Regional QICs will be in writing and conveyed to both the regional office they represent and Child and Family Services' administration.
- B. The Child and Family Services' State Office is responsible for the establishment, maintenance and support of the State QIC. In 2014, the State QIC combined with the Child Abuse Advisory Council (CAAC), which is now called the Child Welfare Improvement Council (CWIC).
 1. The CWIC will serve as the conduit for information and ideas presented by Regional QICs.
 - a. At least yearly, the CWIC will invite agencies listed in A.4 (above) to a council meeting and receive reports that relate to child welfare trends or the status of child welfare services.
 2. All recommendations or action plans developed by the CWIC will be in writing and conveyed to Child and Family Services' administration.
- C. Child and Family Services' administration will respond in writing to the CWIC and Regional QIC recommendations or proposed action plans within 30 days of receipt.

070.3 Audit Reviews

Practice Guidelines

This section identifies DHS and state agencies having the responsibility to audit and review Child and Family Services' financial status, compliance with federal policies and guidelines, and compliance with state statute and rules.

- A. BIRA:
 1. Performs reviews and audits of Child and Family Services' regional offices on a scheduled basis to ensure compliance with established policies and procedures and to evaluate service delivery efficiencies and policies that pertain to the safeguarding of DHS records and assets.
 - a. BIRA will notify the finance and information systems director, budget and accounting manager, budget and accounting supervisor, region director,

- and other staff involved by email of their intent to conduct an audit or review as well as the date they intend to conduct audits or reviews.
- b. All Child and Family Services staff will cooperate with BIRA auditors and provide pertinent financial or service delivery information as requested.
2. Following an audit or survey, BIRA will distribute their findings to those involved in the audit or review.
 - a. Region directors will respond to BIRA findings outlining steps that staff will take to resolve issues or comply with audit findings.
 3. BIRA will perform a follow-up review when region directors report that changes that correct negative findings have been made or that findings have been resolved.
 - a. If the finding is no longer evident, BIRA will not report the finding.
 - b. If the finding is still relevant, BIRA will again notify the region of the finding.
 - c. Upon notification of a finding, the region director will be required to once again respond to BIRA.
 - d. Region directors will send a copy of the region's action plan to the finance and information systems director, budget and finance manager, and budget and accounting supervisor.
 4. BIRA retains the option to change the schedule of reviews and audits based on the level of regional compliance with policies and procedures.
- B. Utah State Auditor's Office:
1. State auditors perform DHS audits yearly. State auditors will notify DHS of dates that audits will be performed.
 2. Regions will cooperate with and provide information to auditors as needed.
 3. DHS and Child and Family Services administrators will receive a copy of the audit report and will respond to findings when necessary.

080 *Data, Records, and Research*

080.1 Confidential Information

Major objectives:

Adherence to confidentiality when working with families is imperative in child welfare work. Confidentiality includes a client's sensitive information in the form of verbal communication, written communication, and data that could lead to a person's identity. This adherence to confidentiality protects against identification, exploitation, or embarrassment that could result from the release of information identifying recipients of services as having applied for or having received services or assistance from Child and Family Services. In addition, the unauthorized release of information could undermine trust and have a detrimental effect on the client/worker relationship.

Practice Guidelines

The DHS [Code of Ethics](#) requires ethical behavior and protection of the rights of clients.

Confidential Information and Community Partners

- A. During the course of a Child and Family Services case, it is often important to share information with community partners. These guidelines outline to whom and under what circumstances information may be released. These guidelines pertain to all records, papers, files, letters, plans, photographs, films, tape recordings, electronic data, or other communications that are produced, developed, managed or maintained by Child and Family Services, its employees, or its contracted providers.

- B. Child and Family Services' employees may disclose confidential information when the disclosure is necessary to prevent serious, foreseeable, and imminent harm to a client or other person. In addition, an employee may contact law enforcement to make a report when a crime has been committed. Employees should disclose the least amount of confidential information that is necessary to achieve the desired purpose.
 - 1. Employees may disclose certain information in order to aid in an investigation of child abuse, neglect, or dependency.
 - 2. Child and Family Services employees may identify themselves at a school or other setting in an attempt to gain access to an alleged victim or child client for the purpose of investigation or safety assurance.
 - 3. Child and Family Services employees may identify themselves to a collateral contact that may have relevant information relating to an investigation of abuse, neglect, or dependency. The employee should not reveal the nature of the investigation or offer information about the family. However, the employee may ask questions that allow the third party to provide pertinent information for the investigation.
 - 4. Release of confidential information to members of a Child and Family Team or Regional Screening Committee may be appropriate.

- a. Only information that is directly relevant to the purpose of the meeting should be revealed. Members of these teams or committees should be advised that the information shared should be maintained confidential.
 - b. Members of the Child and Family Team will sign a confidentiality agreement form.
5. If Child and Family Services has guardianship of a child, employees may access educational records as needed or appropriate via the Family Educational Rights and Privacy Act (FERPA).
6. The Government Records Access and Management Act (GRAMA) allows Child and Family Services employees to share records under the following circumstances:
 - a. For the purpose of administration of Child and Family Services, information may be shared with DHS administration, the Department of Health, and the Department of Workforce Services. Any agreement with these agencies should contain a provision ensuring that the information will be used in accordance with GRAMA. Any requests for Memoranda of Agreement should be given directly to the director of Child and Family Services.
 - b. For the purpose of fiscal audits and/or procedural reviews to assure that fiscal accountability is maintained through the review of claims and other financial transactions, information may be shared with state and federal auditors. These requests should be given directly to the director of Child and Family Services.
 - c. In connection with the administration of Child and Family Services, information may be shared with legislative bodies and committees that are authorized by law to conduct audits. These requests should be given directly to the director of Child and Family Services.
 - d. GRAMA also dictates how to provide records upon request. (See Administrative Guideline [080.2](#) for a list of GRAMA requirements.)
7. Out-of-home caregivers should be given detailed information about the child including any available medical, dental, developmental, and mental health history information so the out-of-home caregiver can make an informed decision regarding placement or care of a child in their home.
8. Attorneys General representing Child and Family Service in child welfare matters or civil matters related to child welfare work are entitled to examine confidential information. They are entitled to view information related to a lawsuit against the state of Utah as well.
 - a. If an employee receives notice of any court action, including “subpoenas duces tecum” ordering records to be produced, contact the Attorney General’s office immediately as well as the director of Child and Family Services. The required response is time limited.
9. Information may be released to law enforcement to aid in the investigation of a child who has been abused, neglected, dependent, or kidnapped.

10. Limited information should be given over the telephone. An employee must make every effort to assure that the person on the phone is truly legitimate. Acceptable methods for identification may include, but are not limited to, picture ID, Social Security Numbers, and names and birth dates of clients on the case. Employees should ask that requests for information be put into writing, as appropriate, particularly when the request falls under GRAMA.
11. When a legislator makes contact with Child and Family Services on behalf of a client, minimal information may be released. This request should be sent directly to the State Office for response. The director of Child and Family Services, administrator of the State Office, or constituent services program administrator will contact the legislator. Detailed information about a client may only be provided to the legislator when a signed release of information is obtained from the client, or via legislative subpoena. The State Office, in consultation with the Attorney General's Office as appropriate, will determine what information to release.
12. Media requests for information:
 - a. Child and Family Services employees may discuss generic case scenarios with a media representative; however, the release of client-specific information is prohibited.
 - b. An employee is not required to speak to the media and may instead refer the media representative to the DHS Public Information Officer (PIO). However, all media inquiries must be reported to the director of Child and Family Services and the DHS PIO.
 - c. A release of information must be obtained from a client in order to release case specific information.
13. Statistical information, social data, and information requested for the purpose of research may be released in accordance with Administrative Guidelines [080.5](#), [080.6](#), and [080.7](#).

Keeping Confidential Information Secure

In order to ensure client information is kept confidential the following guidelines should be adhered to:

- A. Confidential information should never be left lying on desks, fax machines, or other areas that are not secure.
- B. Papers containing confidential information will only be taken out of the secured office when absolutely necessary. If they must be taken they should never be left in view of non-division personnel and should be secured in locked locations (e.g., the glove compartment of car or trunk) when possible.
- C. Confidential information required as part of a research or work project should not be placed/loaded onto portable USB devices, CD's, discs, portable digital assistants (PDAs),

- laptops, phones, Blackberry's, or other portable media unless necessary and properly protected and/or encrypted.
- D. All electronic devices (e.g., computers, laptops, PDAs, Blackberry's, phones, etc.) that contain confidential data must be password protected.
 - E. Confidential information should not be emailed to non-Child and Family Services personnel or outside of the state network system without proper authorization and password protection.
 - F. Secure computers or other electronic devices in a locked location and use computer locks when provided.
 - G. Employees should not leave electronic devices in their vehicle unless necessary. If a laptop or other device must be left in a vehicle, it will be placed in the trunk or other location where it is not visible and locked if possible.
 - H. Employees will not give other personnel their passwords to devices that contain confidential information. If an employee must give their password to another person (e.g., to a DTS personnel to fix a computer related issue) the employee will change their password immediately after the need for password sharing has passed.
 - I. Employees must not use other person's passwords to access electronic devices or confidential information. Employees must limit use of confidential information to the extent that it is necessary for successful completion of work assignments for Child and Family Services. Unauthorized or improper use of IT resources or allowing access to others (e.g., disclosing passwords) may result in corrective action and discipline in accordance with Administrative Rule [R477-9-1](#).
 - J. If accessing confidential information (e.g., SAFE) from outside the office, employees will only use Citrix, or other authorized/DTS approved methods.
 - K. Employees must follow the [Appropriate Use of Information Technology Resources](#).
 - L. If data security is compromised, employees will refer to the DHS Security Incident Checklist. It requires employees to:
 - 1. Make a preliminary assessment about where the incident occurred, and determine what devices or paperwork were lost, stolen, or breached.
 - 2. Follow reporting procedures in the Security Incident Checklist. If the data could be used for fraudulent purposes and many individuals are affected, the incident will be immediately reported.

Breach of Confidentiality

If a breach in confidentiality should occur, the following steps will be taken to address the breach:

- A. Breaches in confidentiality will be reported to an employee's direct supervisor and region director immediately upon notice of the breach.
- B. The region director will immediately consult with Human Resources in order to determine the level of the breach of confidentiality and the course of action to be taken with the employee in regard to discipline. In addition, the employee may be subject to criminal and/or civil penalties.
- C. Every effort will be made by the region to restore confidentiality to the client and/or family through the securing of case documents and files.
- D. The employee's supervisor will then notify the subject of the breach regarding what has occurred and share the information that was breached along with the steps that have been taken to restore the confidentiality of the information. However, any specific disciplinary action that may be taken against the employee that violated confidentiality will not be shared with the subject of the breach.

080.2 Government Records Access and Management Act (GRAMA)

Practice Guidelines

Governmental Records Access Management Act (GRAMA) governs how government records are classified (labeled), retained, archived, provided to the public, and shared with other agencies. Child and Family Services recognizes that the public has the right to know what the government is doing, but that the right to know must be balanced with the privacy interests at stake. Child and Family Services adheres to the guidelines for both disclosure and restrictions on access to government records. Please refer to Utah Code Ann. [§63G-2](#) for a complete description of GRAMA.

- A. GRAMA categorizes information found in governmental records into five classifications.
 - 1. Public Records – Records that are available to anyone. Examples of public records include laws, final opinions made in a judicial proceeding, final interpretation of statutes or rules, minutes from open meetings, and compensation paid to a contractor or private provider. (Please note that juvenile court opinions are not considered a public record.) In addition, summary data and work related information regarding a government employee including name, gender, compensation, job title, job description, business address and telephone number, and number of hours worked in a pay period are considered public records. Client and case information are not considered public records.
 - 2. Private Records – Records that can be given to the person to whom the record is about or those specified in Utah Code Ann. [§63G-2-202](#). Examples of private

records include those records relating to unemployment insurance benefits, social services, welfare benefits, or other information that determines benefit levels. This also includes records about medical history, diagnosis, condition, treatment, evaluation, or other similar medical data. In addition, the following information about public employees is classified as private: home address, home telephone number, social security number, insurance coverage, marital status, and payroll deductions. Examples of Child and Family Services private records include, but are not limited to, Child Abuse and Neglect Reports (CANRs), Child and Family Plans, Home Studies, and Placement Screening Forms.

3. **Controlled Records** – Records that may only be released to certain individuals such as social workers and health care providers. These records may not be disclosed to the individual to whom the record pertains. Examples of controlled records include medical, psychiatric, or psychological data about an individual that if released to the individual, might prove to be detrimental to the individual’s mental health or safety. Examples include, but are not limited to, Psychiatric and Psychological Evaluations.
4. **Protected Records** – Records that generally include non-personal data that may only be released to the person that submitted the information. Examples of protected records include trade secrets, commercial information or non-individual financial information, test questions and answers, audit procedures, or records that might jeopardize the life or safety of an individual. A police report may be considered protected only if the investigation is pending or the release of the report would jeopardize the safety of the person.
5. **Exempt Records** – GRAMA does not apply to these records. Examples of exempt records include Utah State Hospital and Developmental Center records that contain information about patients (because those records are governed by HIPPA) or Long-Term Care Ombudsman (because those records are governed by federal LTCO statute).

If a record has not been designated or classified, and a request for the record is received, the agency can classify the record at that time. A record can also be classified differently than its existing classification at the time of the request.

- B. GRAMA specialists in each region receive training from the state level GRAMA specialist prior to performing duties related to the job. Important aspects regarding GRAMA requests are as follows:
 1. **Record Requests:**
 - a. All record requests must be in writing. A request cannot be made verbally or over the phone.
 - b. The record request does not have to be on a Child and Family Services form.
 - c. A record request can come in the form of an email.
 - d. All record requests must contain the requestor’s name, mailing address, daytime telephone number, and a description of the records requested.

- e. The requestor is not required to tell Child and Family Services why they are requesting the information. However, a requestor may state the reasons for the request, and if they do, those reasons should be taken into consideration when weighing whether or not to release the information requested.
2. GRAMA Request Timeframes:
 - a. Requests must be responded to within ten business days for regular requests, or five business days if the person or agency requests an expedited response.
 - b. An extension can be sent to the requestor. This should include the reason that Child and Family Services is requesting an extension. The extension form can be found in SAFE.
 - c. Fridays are considered a business day even for employees who work a four-day workweek of Monday through Thursday.
3. Monetary Charge for GRAMA Requests and Records:
 - a. Child and Family Services does not currently charge requestors for GRAMA requests.
 - b. If the request involves an unusual amount of documentation, the request will be staffed with the state GRAMA specialist to determine if a charge is appropriate given the volume of records.
4. Government Entities are NOT Required:
 - a. To create a record or to compile, format, manipulate, summarize, or tailor information to the specific request.
 - b. To fulfill a duplicative request.
 - c. To provide records that are easily accessible in a publication. The agency must follow up by referring the requestor to the publication.
 - d. To provide more information than is requested.
5. GRAMA Record Retrieval:
 - a. GRAMA requests should be picked up in person with valid picture ID.
 - b. If a requestor is unable to pick up the record in person, the situation should be evaluated for potential mailing. This will be evaluated on a case-by-case scenario and reasons to mail a request may include, but are not limited to, long-term hospitalization, military duty out of country or state for a prolonged period of time, a protective order against entering the Child and Family Services office, etc.
 - c. When mailing a request and record, it is preferred that it be mailed certified so that Child and Family Services will get notice that it has been received.
 - d. If the requester has not picked up a redacted record within 30 days, the requestor's copy of the record may be destroyed.
 - e. If a redacted record that has been mailed returns to the Child and Family Services office, the GRAMA specialist should make every attempt to assure that it was sent to the correct address. The specialist should maintain the copy of the request for 30 days prior to destroying it.

- f. The GRAMA specialist should enter activity logs into the case to indicate all pertinent information related to when the record was mailed, destroyed, or archived.
 - g. GRAMA specialists should make a copy of the actual redacted copy that was sent to the requestor and maintain it for their own records.
 - 6. Archiving GRAMA Requests and Records:
 - a. The GRAMA request, the original redacted copy of the record, and a copy of the response letter must be saved for a period of no less than six months. (This is in reference to the Child and Family Services copy of the request. See the Utah State Archive [retention schedule](#).)
- C. GRAMA specialists will perform the following duties in relation to a GRAMA request:
 - 1. Gather records related to the request.
 - 2. Review the records and determine the classification of each record.
 - 3. Determine what information the requestor is entitled to.
 - 4. Redact information to which the requestor is not entitled by blocking out the confidential information.
 - a. A record is any document that is prepared, owned, received, or retained by a government entity.
 - b. Records may include photographs, film, audio and video recordings, digital recordings, electronic data, books, letters, papers, maps, plans, or any other documentary material. This also includes documents received or retained by the agency, even if the agency did not draft them. Adherence to classification of documents is imperative. Audio recordings of interviews are not required to be sent in the GRAMA request unless it is specifically requested. This is due to the fact that the interview summary should be in the activity logs. A written transcription of the audio recording or a copy of the actual audio recording may be sent upon follow up request. The law limits who can receive and view interviews with child victims conducted at the Children’s Justice Center (CJC). Please refer to Administrative Guidelines [080.8](#) for detailed information.
 - c. Records are NOT personal notes received or prepared by a government employee in their private capacity, temporary drafts that are made for personal use, personal items listed in a daily calendar, or material owned by the individual in their private capacity.
 - 5. GRAMA specialists should enter activity logs to indicate the date of the request, who requested the record, when the record was processed, when the record was picked up or mailed, and any other pertinent information related to their job duty involving the GRAMA request.
 - 6. Provide records, if applicable, and a letter to the requestor indicating a description of what was denied and why, including citation to the law(s) used in GRAMA, agency law, Administrative Rule, and Federal law. In addition, the requestor will be given information related to the right to appeal the denied information. This information is contained in the Denial Letter found in SAFE.

7. The following forms used by GRAMA specialists can be found in SAFE under GRAMA:
 - a. GRAMA Request Form – used by an individual to request records from Child and Family Services.
 - b. Extension Form – used to extend the time needed to process the request for records.
 - c. Release of Information Form – used to request Child and Family Services to provide information to a third party.
 - d. Denial Letter – used to notify a requester as to what information has been partially or fully denied in their request.
 - e. Written Agreement – used to discuss restrictions on access to records and gain agreement to it.

- D. Related Parties Request should be sent to the Office of Child Protection Ombudsman (OCPO).
 1. These would include requests of information for cases that were sent initially to OCPO for investigation.
 2. A GRAMA specialist should refer a request to another region if the specialist personally knows any individuals listed in the records being requested.

- E. It is possible to share records with other government and contract agencies as outlined in Utah Code Ann. [§63G-2-206](#) such as sharing records with any agency that litigates or investigates civil, criminal, or administrative law, as long as the record is necessary for the investigation. It is also possible to share records for the purpose of an audit or when the records are being archived for the purpose of historical preservation.
 1. Examples of agencies that may receive these records may include police agencies, CPS agencies, Adult Protective Service (APS) agencies, Office of Licensing (OL), Division of Occupation and Professional Licensing (DOPL), District Attorney’s (DA) office, and the Attorney General’s (AG) office.
 2. In some cases, a request in writing is necessary. This request is referred to as a Written Agreement.
 - a. The Written Agreement is necessary when the record(s) is necessary to the performance of the governmental entity's duties and functions, the record(s) will be used for a purpose similar to the purpose for which the information in the record(s) was collected or obtained, and when the use of the record(s) produces a public benefit that outweighs the individual privacy right that protects the record or record series.
 - b. Staff with an Assistant Attorney General (AAG) if there is a question as to whether or not an Agreement is necessary.

- F. Court orders must be GRAMA compliant. Prior to fulfilling the request, GRAMA specialists should immediately consult with an AAG to assure that the court order contains specific language in order to comply with GRAMA.

- G. Subpoenas are NOT a written request for records under GRAMA and may not meet GRAMA requirements. Prior to fulfilling the request, GRAMA specialists should immediately consult with an AAG upon receiving a subpoena for records.
 - 1. A subpoena must be responded to within 14 days with the help of an AAG.
 - 2. GRAMA specialists should immediately consult with an AAG upon receiving a subpoena for records.
 - 3. A legislative subpoena must be shared immediately with the Child and Family Services director, and consultation with an AAG is required.

- H. Media requests for records should also come in the form of a GRAMA request.
 - 1. Immediately notify the region director and director of Child and Family Services upon receipt of a media GRAMA request.
 - 2. Immediately notify the Department of Human Services public information officer upon receipt of the media request.
 - 3. Work directly with an AAG and the director of Child and Family Services with this type of GRAMA request.

- I. Information specific to CPS records:
 - 1. A record generated as a result of a CPS report is considered to be private, protected, or controlled and may be released only to:
 - a. Police or law enforcement agency investigating a report of child abuse, neglect, or dependency.
 - b. A physician who reasonably believes that a child may be the subject of abuse, neglect, or dependency.
 - c. An agency that has the responsibility or authority to care for, treat, or supervise a minor who is the subject of a report of abuse, neglect, or dependency.
 - d. A contract provider that has a written contract with Child and Family Services to render services to a minor who is the subject of a report of abuse, neglect, or dependency.
 - e. Any subject of the report, the natural parents of the child, and the Guardian ad Litem (GAL). Please note that only an alleged perpetrator may access a GRAMA copy of a CPS record with a finding of unsupported or without merit based on changes in 2008 legislation.
 - f. A court, if it is determined that access to the records is necessary for a child issue before the court.
 - g. An office of the public prosecutor in performing an official duty.
 - h. A person engaged in research, when approved by the director of Child and Family Services, barring release of names and addresses.
 - i. The State Office of Education, acting on behalf of itself or a school district, for the purpose of evaluating whether an individual should be permitted to obtain or retain a license as an educator or serve as an employee or volunteer in a school. This information is limited to substantiated findings involving an alleged sexual offense, an alleged

- felony or Class A misdemeanor drug offense, or any alleged offense against the person.
- j. Any person identified in the report as a perpetrator or alleged perpetrator.
 - k. A person filing a petition for a child protective order on behalf of a child who is the subject of the report.
 - l. A licensed child-placing agency that is performing pre-placement adoptive evaluation in accordance with the requirements of Utah Code Ann. [§78B-6-128](#).
2. A CPS case must be closed in order for a case to be redacted. When a GRAMA request is received on an open CPS case, the GRAMA specialist will deny it based on the fact that the CPS case is still open and pending a finding.
- J. Adoption records are considered to be private, protected, or controlled records except where courts have ordered petitions for adoption, written reports, and any other documents filed in connection with a hearing to be sealed. These items are not open to inspection or copying except upon order of the court permitting inspection or copying, on the one-hundredth anniversary of the entry of the final decree, or if the adoptee is an adult at the time the final decree of adoption is entered. If adoptive parents and birth family members form an agreement to directly exchange and share information with one another, such as letters and pictures, they may do so.
- K. Information Specific to Sealed Records:
- 1. A case that is closed as SEALED may not be processed by a regional GRAMA specialist. When a GRAMA request is received for a case with a SEALED finding, the region GRAMA specialist will immediately contact the state GRAMA specialist and send the original request.
 - 2. The state GRAMA specialist will immediately request the SAFE Helpdesk to provide access of the case to the division director. The division director will immediately review the case and determine if it is appropriate to provide a record of the case to the requestor.
 - 3. If it is appropriate to release a copy of the case to the requestor, the state GRAMA specialist will ask the regional GRAMA specialist to request the hard copy file of the case, including any archive files that exist, and send it to the state GRAMA specialist.
 - 4. The state GRAMA specialist or trained designee will redact information from both the electronic file and the hard copy file to which the requestor is not entitled by blocking out the confidential information including any information which has been sealed and/or expunged.
 - 5. The state GRAMA specialist will send the redacted case to an AAG or expert GRAMA specialist for review prior to release to the requestor.
- L. Responsibilities of GRAMA Specialists Related to Child Interviews at Children’s Justice Center (CJC):

1. If a requestor asks for records and there is not an Administrative Hearing for which the requestor needs records, send the state approved Letter #1 (Request for Records Only) with the response. This letter indicates that the requestor is not allowed to receive a copy of the child's recorded interview pursuant to Utah Code Ann. [§77-37-4](#). The letter further indicates that under certain circumstances the requestor may be allowed to view the audio/video recording of the child's interview. The requestor may contact the CJC for further information.
 2. If a requestor asks for records because they are having their case heard in an Administrative Hearing, send the state approved Letter #2 (Request for Records with Corresponding Administrative Hearing) with the response. This letter indicates that the requestor is not allowed to receive a copy of the recording of the child's interview pursuant to Utah Code Ann. [§77-37-4](#). The letter further indicates that if Child and Family Services intends to rely upon the recording of the child's interview in the Administrative Hearing case, the requestor will be notified and given an opportunity to view the recording of the child's interview.
 3. See Administrative Guidelines [080.8](#) for additional information.
- M. Questions regarding GRAMA issues may be directed to the regional GRAMA specialist or state GRAMA specialist as needed.

N. If a GRAMA specialist receives a request and personally knows the requestor or any of the people listed in the case in a capacity other than as an employee of Child and Family Services, this constitutes a potential dual relationship and that GRAMA specialist will not process the request. The GRAMA specialist will transfer the request to another office specialist, following this protocol:

1. The GRAMA specialist will call and/or email the GRAMA specialist at the office closest to the office where the request was received.
2. The GRAMA specialist will provide an explanation regarding why they are unable to process the request.
3. The GRAMA specialist will scan and send the request the same day to the office where it will be processed.
4. The GRAMA specialist receiving the case will process it as a normal request and make a log entry indicating that they received the case due to a conflict of interest.
5. The GRAMA specialist processing the case due to conflict of interest will contact the requestor to see if he/she wants to pick up the request, have it mailed Registered mail, or send it via a secure email format. It will not be returned for delivery to the GRAMA specialist who identified a conflict of interest.
6. The request will be processed the same as any other request.

O. If a GRAMA specialist receives a case mistakenly and it should be processed by another office or region, the GRAMA specialist will follow this protocol:

1. The GRAMA specialist will call and/or email the GRAMA specialist in the office or region where it should be processed to notify them of the request.
2. The GRAMA specialist will scan and send the request the same day to the office where it will be processed.

080.3 Data Sources

Practice Guidelines

- A. Child and Family Services' programs and service delivery data sources include:
 1. SAFE.
 - a. This database is the state automated child welfare information system designed for use by Child and Family Services and includes case, person, provider payment, and practice and service data relating to Child and Family Services' clients.
 2. CAPS.
 - a. This database currently holds all provider information, residential contracts, and other vendor information.
 - i. Provider contracts, approvals, and rates are entered into CAPS and downloaded into SAFE nightly.
 - b. All provider codes and rates, as well as all client-based payment histories, are maintained in CAPS.
 - c. All payments are made through CAPS, and payroll is balanced in CAPS.
 3. FINET.
 - a. Includes budget and accounting related information.
 4. Data Warehouse.
 - a. Includes data from numerous systems, including Child and Family Services, the Department of Juvenile Justice Systems (DJJS), the Division of Services for People with Disabilities (DSPD), HR, the Department of Workforce Services (DWS), and CAPS.

080.4 Ensuring Accurate, Timely, and Complete Data Recording

Practice Guidelines

- A. Employees and their supervisors will be held jointly responsible for ensuring that data entered into data systems as required in their job (e.g., SAFE, eRep and/or FINET, etc.) is done in a timely manner and is accurate and complete.
 1. High priority information, especially those regarding removals and placements, must be entered into SAFE within 24 hours of receipt of that information.
 2. All other information must be entered no more than two weeks following receipt of that information.
- B. Regional or state administration, State Office program managers, supervisors, the SAFE Helpdesk, the SAFE Team, the Data Unit, eligibility workers, or Finance Team members

may request that caseworkers or their supervisors add new or missing information, or correct existing information.

1. Entry of new, missing, or corrected data should be completed within five days of the request.
- C. The SAFE Helpdesk, data information analysts, the SAFE help tab, or State Office program managers may offer guidance regarding the process to enter new, missing, or corrected information into the various data systems.

080.5 External Requests for Information

Practice Guidelines

- A. Child and Family Services frequently responds to requests for data and information from external individuals or agencies. Child and Family Services may support student projects, grant proposals, program evaluations, demographic information, and research proposals.
1. Data that is not in a published report may be obtained by submitting a request for information form to the State Office or regional data information analyst. Child and Family Services will respond to these requests depending on workload and availability of data.
- B. If the request requires programming, research, or copying, then charges may be assessed.
1. Copy costs.
 - a. If the information requested is currently available in printed form or can be copied on ten or fewer pages, the information will be provided at no cost.
 - b. If a document must be copied on 11 or more pages, the person or agency requesting information may be charged at a rate of \$0.10 per page. This rate will include associated labor costs for researching and copying information.
 2. Programming/analyst costs.
 - a. If the request requires computer programming to extract the data from the information system, the requestor may be billed at the rate of \$45 per hour. This charge covers programmer labor and use of the computer facilities.
 - b. If the request requires analyst time to research specific data or extract and/or summarize information from programmed reports, billing may be at the rate of \$25 per hour.
 - i. When a request involves costs of this type, the requestor will be given a cost estimate.
 - ii. The requestor may accept or decline a cost estimate, or may use the estimate to revise the amount or scope of information desired.

080.6 Verification and Distribution of Data

Practice Guidelines

Because data regarding Child and Family Services' clients, programs, and services may be complex and difficult to understand, Child and Family Services' staff must verify the accuracy of information and the interpretation of that information prior to internal or external release or distribution. Following is the process to be followed in order to verify the accuracy of data and individuals' interpretation of data.

- A. Verification and distribution of data:
 - 1. Data in published reports (e.g., annual report, quarterly report) on the website may be used without other permission.
 - 2. Data from other sources that are not published on the website (e.g., data reports from SAFE) must be reviewed for accuracy with designated data experts. Those experts and the information they are responsible for reviewing include:
 - a. Budget officers and ASMs for any financial data.
 - b. State office or regional information data analysts for client, program, service delivery, or other Child and Family Services related data.
 - 3. Regional caseworkers, support staff, supervisors, and CSMs must obtain approval from regional or state administration and data experts prior to release or use of data by individuals or groups outside of the agency.
 - a. Unless data has been reviewed by the Child and Family Services data/research manager and notification provided by the data/research manager that the release is authorized through approved waivers of informed consent (per DHHS 45 CFR 46), the Government Records Access and Management Act (GRAMA), or interoffice Memorandums of Understanding related to data sharing as allowed by law, only aggregate, non-identifying information may be released without client consent.
 - 4. Regional caseworkers, support staff, supervisors, and CSMs must obtain approval from regional or state administration and data experts prior to release or use of data by individuals or groups inside of the agency requesting information outside of their immediate workgroup.
 - a. Unless data has been reviewed by the Child and Family Services data/research manager and notification provided by the data/research manager that the release is authorized through approved waivers of informed consent (per DHHS 45 CFR 46), GRAMA, or interoffice Memorandums of Understanding related to data sharing as allowed by law, only aggregate, non-identifying information may be released without client consent.
- B. Person-specific information cannot be released without a properly signed consent. Unless data has been reviewed by the Child and Family Services data/research manager and notification provided by the data/research manager that the release is authorized

through approved waivers of informed consent (per DHHS 45 CFR 46), GRAMA, or interoffice Memorandums of Understanding related to data sharing as allowed by law, only aggregate, non-identifying information may be released without client consent.

080.7 Research

Applicable Law

FDA 21 CFR 50

FDA 21 CFR 56

DHHS 45 CFR 46

Utah Code Ann. [§52, Chapter 4](#), Open and Public Meetings

Utah Code Ann. [§53A-13-301](#), Application of State and Federal Law to the Administration and Operation of Public Schools

Utah Code Ann. [§63G-2](#), GRAMA

Utah Code Ann. [§62A-3-302](#), Purpose of Adult Protective Services Program

Utah Code Ann. [§62A-4a-403](#), Reporting Requirements

Major objectives:

Child and Family Services is committed to cooperating with universities and other external and internal researchers to identify situations and conditions that positively and negatively affect children and families, assess and validate forms of treatment and services, and evaluate the effectiveness of Child and Family Services programs and services delivered to Utah's children and families.

Practice Guidelines

This section outlines responsibilities of employees as well as internal and external individuals or agencies considering conducting research or coordinating research that involves Child and Family Services' data, clients, or employees.

- A. Definition: "Research" as defined by federal regulations is a "systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge." Research may include qualitative or quantitative analysis of pre-collected data or analysis of data collected from human subjects (clients or caseworkers) via observation, survey, interview, or other means.

- B. Phases:
 - 1. Initiation phase.
 - a. Employees, or internal or external individual or agencies, considering conducting research, or coordinating with a researcher on a project that involves Child and Family Services data, clients, or employees, are encouraged to contact the Child and Family Services data/research manager when formulating the project.
 - b. The Child and Family Services data/research manager will:
 - i. Review the research plan.

- ii. Advise the researcher of state or federal laws that might influence the feasibility, design, or scope of the project.
 - iii. Identify data or practices that will help facilitate completion of the project.
 - iv. Notify the researcher of the need for application to the DHS Institutional Review Board (IRB).
 - c. The data/research manager and other relevant Child and Family Services' personnel must approve the proposal before research can begin.
 - i. If the research is in the best interests of Child and Family Services, the data/research manager will convene relevant State Office and regional Child and Family Services staff who will determine to what degree Child and Family Services will support the project.
 - ii. Child and Family Services retains the right to refuse access to records, clients, or employees if the data/research manager or other relevant personnel determine that the research will provide no benefit to the organization or will cause an undue burden on staff workload.
 - iii. Once the data/research manager and other relevant personnel agree to support the research, the data/research manager will work with the researcher to finalize an acceptable proposal for submission to the DHS IRB.
 - (a) If applicable, DHS IRB approval must be secured before research can begin.
 - (b) Only the data/research manager can submit a proposal to the DHS IRB.
- 2. Active research phase:
 - a. During the active research phase, the researcher may execute the project only as outlined in the proposal approved by the Child and Family Services data/research manager, relevant staff, and if applicable, the DHS IRB.
 - b. The data/research manager and, if applicable, the DHS IRB must approve any changes to the design or scope of research or research methodology before the researcher may implement changes.
 - c. Annual research status updates are due yearly, before the month and day of original approval, and must be submitted to the Child and Family Services data/research manager.
- 3. Completion:
 - a. A final report, outlining research findings, is required within 4 months of termination of the research project.
 - i. Not providing a final report in a timely manner may be grounds to refuse future research proposals developed by the researcher.

080.8 Protocol for Children’s Justice Center (CJC) Interviews

Major objectives:

Child victims have the right to keep their Children’s Justice Center (CJC) interviews, both video and audio recordings as well as transcripts of those recordings, confidential once an investigation has been initiated by the Child and Family Services or by law enforcement. The law limits who can receive, view, and distribute these interviews with child victims. The purpose of these guidelines is to establish the process for Child and Family Services employees to follow regarding the receipt and distribution of these interviews.

Applicable Law

Utah Code Ann. [§62A-4a-414](#). Interviews of children -- Recording required.

Utah Code Ann. [§77-37-4](#). Additional rights – children.

Utah Code Ann. [§78A-2-229](#). Documents provided to pro se litigants.

Practice Guidelines

- A. Caseworkers are responsible to accept or obtain a copy of the child’s audio/video interview conducted at the CJC.
 1. When an audio/video interview of a child is conducted at the CJC, the caseworker will accept or obtain the DVD/disc of the interview from the CJC and put it in the hard copy case file. The caseworker will not refuse a copy of the interview. If not offered a copy of the interview, the caseworker will ask for one from the CJC.
 - a. It is important to maintain a copy of the interview in the hard copy case for the purpose of review and distribution as described in statute, including but not limited to, use in an Administrative Hearing. When the interview is taped at the CJC, it is not necessary for the caseworker to use their Child and Family Services issued audio recorder to simultaneously tape the interview.
 - b. In the electronic case in the SAFE database system, the caseworker will select “CJC Interview” as the exception to why there is no audio recording of the interview found in the electronic case. This will alert a reader that the interview can be found in the form of a DVD/disc in the hard copy case file.
 - c. If law enforcement was given a copy of the DVD/disc of the child’s audio/video interview and Child and Family Services was denied a copy, select “Law Enforcement” as the exception to why there is no audio/video recording of the interview found in the electronic case.
 2. When an audio/video interview of a child is conducted at the CJC but the interview is not taped by the CJC, the caseworker will record the interview with their Child and Family Services issued audio recorder.
 - a. The caseworker will import the audio recording of the child’s interview into the SAFE database system and select the CJC as the interview location.

- b. When the audio recording is selected following the initial importing process, a pop up will appear in SAFE to alert the caseworker and/or GRAMA specialist that the location of the interview was the CJC. A GRAMA specialist should always be consulted to see if the interview may be reviewed or distributed as per statute.
- B. The following offices and their designated employees may distribute and receive a recording or transcript of a child's CJC interview to and from one another without a court order:
 1. Child and Family Services.
 2. Administrative law judge employed by the Department of Human Services (DHS).
 3. DHS investigators investigating Child and Family Services (Conflict of Interest Team).
 4. An office of the city attorney, county attorney, district attorney, or attorney general.
 5. A law enforcement agency.
 6. A CJC.
 7. The attorney for the child who is the subject of the interview.
 8. The Office of Child Protection Ombudsman (OCPO).
- C. When Child and Family Services participates in an Administrative Hearing, Child and Family Services may display, but not distribute or release, a recording or transcript to the requestor. (It can be distributed to the Administrative law judge as stated above in paragraph B.)
 1. If a requestor is asking for records because they are having their case heard in an Administrative Hearing, the GRAMA specialist must send the caseworker an email notifying them that:
 - a. The caseworker must contact the client requesting the hearing to allow them an opportunity to view the recording of the child's interview, if Child and Family Services intends to rely upon the child's interview in the Administrative Hearing.
 - b. Prior to contacting the client, the caseworker should consult with the Assistant Attorney General (AAG) in order to coordinate viewing of the recording of the child's interview. Failure to provide an opportunity for the client to view the recording of the child's interview will result in the inability of Child and Family Services to rely upon it in defending the supported finding.
 2. If a caseworker intends to rely upon the child's audio/video recording in the Administrative Hearing, that caseworker must contact the requestor to allow the requestor the opportunity to view the recording of the child's interview.
 3. Prior to contacting the requestor, the caseworker should consult with the AAG in order to coordinate the viewing of the recording of the child's interview.

4. Failure to provide an opportunity for the requestor to view the recording of the child's interview will result in the inability of Child and Family Services to rely upon it in defending the supported finding.
- D. When a parent or guardian requests to view a CJC child interview outside of an Administrative Hearing, the Child and Family Services caseworker will follow these directions:
1. Child and Family Services will comply with this request within two business days, according to statute.
 2. The caseworker will first contact law enforcement to determine if viewing the interview will compromise or impede the investigation.
 - a. If law enforcement approves viewing of the child's interview, the parent or guardian may work directly with law enforcement and the CJC to view the interview.
 - b. If law enforcement approves viewing the child's interview and defers to Child and Family Services to work with the parent or guardian, then the caseworker will contact the CJC to coordinate the viewing of the interview. The CJC is the agency that has been legislatively tasked with coordinating the viewing of the interview. Child and Family Services will not show the interview or a transcript.
 3. The caseworker will remove the child's interview from the case file and place a signed log in its place indicating the name of the caseworker, the date the audio/video interview was removed for viewing, where it was taken for viewing, and the purpose for which it was taken. (When it is returned, a return date will be written in and the interview returned. The log will remain in the hard copy file.)
 4. The caseworker will enter an activity log into the SAFE case file with the same information as included in paragraph D.3 in an effort to preserve the chain of evidence and custody of the child's audio/video interview.
 5. Although the CJC will work directly with the parent or guardian to arrange for the viewing of the child's CJC interview, the caseworker must be present while the parent or guardian views the audio/video interview to assure that there are no copies made of the interview, etc. If a caseworker is unable to provide supervision of the viewing, the caseworker may work with the local CJC, who may be able to provide an alternate supervisor.
- E. The statute states that a parent or guardian may view a recording after the conclusion of the interview if requested unless:
- a. The suspect is a parent or guardian of the child victim;
 - b. The suspect resides in the home with the child victim; or
 - c. Child and Family Services or law enforcement determines that allowing the parent or guardian of the child to view the recording would likely compromise or impede the investigation.

If Child and Family Services denies coordination of a viewing of the recording or transcript, a parent or guardian of the child victim may petition a juvenile or district court for an order allowing them to view the recording or transcript upon a finding of good cause. The order will indicate which agency is required to display the recording or transcript to the parent or guardian and prohibit anyone not named in the order from viewing it.

080.9 Public Disclosure of Information on Fatality and Near Fatalities Related to Abuse/ Neglect

Major objectives:

The purpose of this guideline is provide the process for the public disclosure of findings or information about a case of child abuse and neglect that results in a fatality or near fatality.

Definitions

- A. Fatality – Death of a child.

- B. Near Fatality – As defined by Child Abuse and Prevention Treatment Act (CAPTA), section 106 (b)(4)(A) “...an act that, as certified by a physician, places the child in serious or critical condition.” Examples include a hospital record indicating that the child’s condition is “serious” or “critical.”

Practice Guidelines

- A. If a member of the public submits a request for information regarding the case of child abuse or neglect that has resulted in a child fatality or near fatality, the request will be sent to the director or deputy director of Child and Family -Services.
 - 1. When information requested refers to a child fatality:
 - a. The director or deputy director will review the request for information to determine if it meets the criteria to be released under CAPTA requirements.
 - b. The director or deputy director will contact the fatality review coordinator with the Office of Services Review to determine if a fatality review has already been completed on the case and obtain pertinent information related to the child fatality.
 - c. The director or deputy director will review the fatality review, if available, as well as the CPS investigation related to the case.
 - d. The director or deputy director will prepare a brief written summary of information regarding the case and release it to the requester within ten business days of the request.
 - (1) The summary will include available facts and information regarding the age of the child, gender of the child, information describing any previous reports of child abuse or neglect

- investigations that are pertinent to the child abuse or neglect that led to the fatality, the result of any such investigations, and the services provided by and action of the state on behalf of the child that are pertinent to the child abuse or neglect that led to the fatality.
- (2) The cause of and circumstances regarding the fatality or near fatality.
 - (3) Laws of confidentiality will be taken into account as this information is prepared for release. Open criminal investigations and protection of referent information will be taken into consideration as well.
 - (4) The safety and well-being of the child, parents, and family will be considered when releasing the information.
2. When information requested refers to a near fatality involving a child:
- a. The same process will be followed as outlined in subparagraph 1, with the exception of contacting the fatality review coordinator with the Office of Services Review, since that office does not follow or review near fatalities.
- B. If the requestor is a member of the media, the request will be referred to the Department of Human Services public information officer for response.
- C. If the person making the request for an existing case involving a fatality or near fatality qualifies to access records under the GRAMA, the GRAMA specialist will process the request.

080.10 Administrative Review of Employee SAFE Records

Major objectives:

To provide guidance to employees, regional administration, and state administration in regard to SAFE case review when a Child and Family Services employee has been alleged to be a perpetrator of abuse, neglect, or dependency.

Applicable Department of Human Services Ethics Policy

“Employees may not engage in conduct on or off the job that is so egregious that it compromises the ability of the employee or agency to fulfill professional responsibilities, calls into question the employee’s ability to do his or her job duties competently, or has a tendency to destroy public respect for government employees and would lead to a weakening of the public confidence and trust in the agency for whom the employee works.” (DHS Code of Ethics, paragraph IV.B)

“To maintain and exercise professional competence, employee will...not engage in conduct on or off the job that compromises the ability of the employee or agency to fulfill professional

responsibilities, including abuse, neglect, or exploitation of a child, disabled or vulnerable adult, or other.” (DHS Code of Ethics, paragraph IV.B.3)

Practice Guidelines

- A. Process for Assignment of Cases Involving Employees:
 - 1. When Intake receives a referral in which a Child and Family Services employee is named in the case, with a role other than an official business role, referent, or collateral contact, the case will be assigned to the Conflict Investigations Team within Office of Services Review (OSR).
 - 2. Intake will not notify state or region administration regarding the case or involvement of the employee.

- B. Involvement of State or Region Administration:
 - 1. The Conflict Investigations Team will notify the director of Child and Family Services of the existence of a case involving a Child and Family Services employee who is alleged as a perpetrator once they have credible information indicating abuse or neglect has occurred.
 - 2. Once the director of Child and Family Services is notified of the existence of a case, either through the Conflict Investigations Team or because the employee reports it, an alleged employee perpetrator will be placed on Administrative Leave, and the director of Child and Family Services will ensure that:
 - a. The case is staffed with the Department of Human Resource Management (DHRM) to see if any other action need be taken.
 - b. The employee’s SAFE access will be suspended.
 - 3. During the course of the investigation, review of the case in SAFE by Child and Family Services administration and employees is strictly prohibited.
 - 4. If the case is closed with a supported finding, the Conflict Investigations Team will notify the director of Child and Family Services regarding the risk, conclusions, and findings.
 - 5. The director of Child and Family Services, with the assistance of DHRM, will determine whether or not disciplinary action or other action is appropriate.

- C. Employees are responsible to immediately notify their supervisor and region director if they have been alleged as a perpetrator in a CPS referral. The region director will notify the director of Child and Family Services. The director of Child and Family Services will staff the case with DHRM and/or place an employee on Administrative Leave if the employee reports the abuse/neglect incident prior to notification by the Conflict Investigations Team. The director of Child and Family Services will make a referral to Intake if a referral has not yet been made.

090 **Forms and Records Retention**

090.1 **Creation of Forms**

Major objectives:

To ensure that forms utilized by Child and Family Services employees are professional and consistent with the purpose and practice of Child and Family Services, these guidelines will instruct Child and Family Services employees in form development and necessary approval.

Forms represent Child and Family Services and may be releasable via GRAMA, audit, or evidentiary discovery; therefore, they need to be professional, legal, standardized, and consistent for the whole division. The goal of these guidelines is to standardize and streamline statewide; maintain current/updated forms accessibly in SAFE, Google Drive, Website, or Shared Network Folder; reduce redundancies and paper use through electronic processes; and minimize the number of forms if at all possible---to make things easier for clients, employees, etc.

Practice Guidelines

A. Form Development

1. When a need for a form is identified, amendment of or consolidation with an existing form will be considered before drafting a new form. If those options cannot meet the need, a new form may be developed.
2. Input from statewide stakeholders and users of the form will guide development as well as the goals of improving efficiency and effectiveness for them and Child and Family Services.
3. All forms will be developed for statewide division use. Exceptions for regional or localized forms may be approved as noted below.
4. Practice Guidelines or other instructions or training will be developed.

B. Form Approval

1. All forms will require state-level approval, prior to use, by the State Leadership Team.
2. New, amended, or updated draft forms, along with any associated Practice Guidelines or instructions, will be presented to the State Leadership Team for approval by a member of the team with a completed Form Request (if needed).
3. All forms will be approved for division use with some exceptional approvals for localized or regional forms.
4. Some forms may require additional specific DHS and/or legal review.
5. Once forms are approved, they will be officially named, numbered, automated, and stored in the appropriate accessible location for use.

090.2 Retention of Written Records

Practice Guidelines

- A. Generally, retention of client-related records should conform to [Child and Family Services Record Retention Schedules](#) mandated by the Department of Administrative Services, State Archives and approved by the State Records Committee.
- B. Retention of files or documents that relate to personnel, conferences, committees, boards, administrative hearings, legal opinions, or other administrative records of a general nature should conform to the schedule mandated by the Department of Administrative Services, State Archives located at [Administrative Documents](#).
- C. Records, files, or other work-related documents that do not contain client or employee related personal information, or do not relate to Child and Family Services administrative activities may be destroyed when no longer needed.

090.3 Not Used

090.4 Recycling and Destruction of Records

Major objectives:

Child and Family Services will assure that personal or confidential information collected and placed on any document will be disposed of in a manner that will assure that no person will be able to obtain that information once removed from Child and Family Services' files.

Practice Guidelines

The purpose of this section is to differentiate policies regarding destruction of records containing non-confidential or confidential personal information.

- A. State office:
 - 1. Recycling of confidential files or files with personal information.
 - a. All personal or confidential paperwork or files should be placed in "shred" bins supplied by DHS maintenance.
 - b. DHS maintenance will collect those bins and place them in a secure area until the shredding contractor arrives.
 - c. Paperwork should be free of clips, binders, hanging file folders, or other fasteners containing metal (other than staples).
 - d. Shredding takes place every Friday.
 - 2. Recycling of all other paper or files.

- a. Paperwork or files not containing personal or confidential information may be placed in the blue recycle cans positioned throughout the DHS building.
- b. That paperwork is collected and placed in a non-secure area with all

Major objectives:

The purpose of this guideline is to establish the process for expunging or sealing Child and Family Services record(s).

- 3. Recycling of paperwork or files on site.
 - a. In the case where Child and Family Services has large quantities of confidential documents that cannot be removed from the building without being shredded, the director or deputy directors are authorized to approve on-site shredding.

B. Regional offices:

- 1. Regional offices are authorized to develop their own procedures for disposal of confidential and non-confidential files.
- 2. Region directors will, at the least, assure that all confidential files are shredded and destroyed in a manner that will guarantee that no personal or confidential information can be obtained from files or records.

090.5 Not Used

090.6 Not Used

090.7 Expungement of Child and Family Services Records

Definitions

When a judge orders a Child and Family Services record(s) to be “sealed” or “expunged” this means that it is locked in SAFE and cannot be accessed unless a judge later orders it “unsealed” or Child and Family Services is advised by legal counsel to unseal the record for a justifiable and appropriate reason. Therefore, the term “expunging” means the same as “sealing” for the purpose of these guidelines.

Practice Guidelines

Scope of Expungement

- A. Expungement of records is reserved for juvenile perpetrator record(s) and will be subject to Utah Code Ann. [§78A-6-1105](#) that entails the requirements for the expungement of juvenile record(s) located in the Child and Family Services database.

- B. Adult perpetrators and alleged adult perpetrators are not eligible for expungement of Child and Family Services record(s).
- C. Criminal courts cannot expunge Child and Family Services record(s) even if Child and Family Services is given notice and the court order includes the appropriate Child and Family Services language. Any order from a non-Juvenile Court requesting that a record(s) be expunged will be forwarded immediately to the Attorney General's Office.
- D. If a court order contains language indicating that "anything or any record(s) related to the petitioner", this order only applies to CPS records where there are supported allegations of abuse or neglect where the petitioner has been identified as the perpetrator. This would include any Additional Information referrals that were added to the CPS case subject to expungement. Unsupported cases or other case types are not subject to expungement.

Process for Expungement/Sealing

- A. Child and Family Services must receive an order from a court before an expungement of a Child and Family Services record(s) may be processed.
- B. In order to process the order for expungement, the court order must specifically identify the Division of Child and Family Services as an agency required to comply with the expungement order. In addition, there must be evidence of service indicating that Child and Family Services was notified of the scheduled expungement hearing and had the opportunity to attend the expungement hearing if desired.
- C. When an employee receives notice of an expungement hearing, the notice should immediately be sent to the designated program support specialist at the State Office. The program support specialist at the State Office will review the records in SAFE associated with the petitioner and determine if any case(s) qualify for expungement. If there is a case(s) that qualifies for expungement, the program support specialist at the State Office will send it to the regional designee for regional review. The regional designee should coordinate this review. The review will determine if there is need for Child and Family Services and Attorney General representation at the expungement hearing. The region will request consultation with the local Attorney General's Office, if necessary. If it is determined that Child and Family Services does not oppose the expungement, the Division of Child and Family Services Certificate of Review and Approval form should be submitted to the clerk of the judge who has scheduled the expungement hearing, prior to the date of the hearing. If a copy of the Division of Child and Family Services Certificate of Review and Approval form was not received with the notice of the expungement hearing, contact the program support specialist at the State Office.

- D. If the State Office directly receives the notice for the expungement hearing, the program support specialist at the State Office will contact the corresponding regional designee to begin the region review protocol.
- E. When a Child and Family Services employee directly receives a signed order of expungement, the order and any other attachments should be sent directly to the program support specialist at the State Office. The program support specialist at the State Office will review the order to ensure that Child and Family Services was specifically listed in the order, and will review any other accompanying documents to ensure that the expungement requirements were met.
- F. If the order does NOT specify Child and Family Services by name or does NOT indicate that Child and Family Services was notified of the hearing, the program support specialist at the State Office will work with the regional designee to contact the petitioner requesting the expungement and explain the reasons why Child and Family Services was unable to expunge the records.
- G. If the order specifies Child and Family Services by name and provides evidence that Child and Family Services was notified of the hearing, the program support specialist at the State Office will enter a log in the case with the pertinent information from the court order.
- H. The program support specialist at the State Office will scan and send a copy of the expungement order to the regional representative, who will review it and then place it in the hard copy case file. This review should not exceed 10 days. The regional representative will permanently redact, in the hard copy file, any information related to the petitioner who has been granted the expungement. On the 10th day following receipt of the order of expungement, the program support specialist at the State Office will contact the designated SAFE employee, who will process the expungement in the SAFE system and database.

SAFE Process for Expungements and Sealing of Records

The SAFE team will have five working days to complete the expungement process. In an effort to complete the expungement in the SAFE system, the following steps will occur:

- A. The SAFE employee will verify that the program support specialist at the State Office created an activity log for each case that is to be expunged.
- B. Using the Confidential Case Administrator, the SAFE employee will mark the case(s) as "Confidential".
- C. The SAFE employee will take the additional step of removing all worker access, including the Child and Family Services' director.

- D. The SAFE employee will then run a process in SAFE Fixer to set the "sealed" flag to "S". This additional step causes the case(s) to display findings in the directory as "Sealed."
- E. The SAFE employee will date stamp the Expungement Checklist with the date the case was sealed in SAFE.
- F. If there are two perpetrators listed on a record(s), Child and Family Services is only required to expunge/seal the references to the petitioner's name and not the entire case, pending the ability for SAFE to accomplish this task. Until the system is able to eliminate only the perpetrator listed in the expungement order, the entire case will be sealed.

Unsealing a Case

- A. The record(s) will not be unsealed unless a new order is received by a judge specifically ordering that the record(s) be unsealed.
- B. In the event that an eligible party submits a GRAMA request for a copy of the sealed record(s), the regional representative will send the GRAMA request to the Child and Family Services' deputy director, who will then consult with the Child Protection Division Chief of the Attorney General's Office to determine the means to proceed. This may include, but not be limited to, a petition to the court for the right to temporarily unseal the record(s) and create a GRAMA compliant copy of the record(s) with all petitioner information removed. This may also include having the Child and Family Services' director review the case upon unsealing to determine if the requestor has a right to receive a redacted copy of the case. The redacted copy may then be given to the eligible party, and the record(s) re-sealed. The GRAMA requestor will have no right to information regarding the individual whose information was expunged.

Amendments to Case Findings

The finding on a case will not be amended when the record(s) is sealed. The only time a case finding will be amended prior to expungement will be when the court order specifies that the finding must also be changed.

090.8 Administrative Forms

Practice Guidelines

This section contains all forms that are administrative in nature and are linked to other Administrative Guidelines. Forms that are client-specific can be found by accessing the SAFE database.

REQUEST FOR NEW REGION/OFFICE OR CHANGES

- New Office
- Office Address Change
- Office Name Change
- Obsolete Office

REGION/OFFICE NAME: _____

CAPS DESIGNATION: _____
(leave blank if new office is being requested)

ADDRESS: _____

PHONE: (_____) _____

IMPLEMENTATION DATE: _____

NEW BUDGET INFORMATION: () Yes () No

Fund_____ Agency_____ Org_____ App Unit_____ Activity_____ Rpt Category_____

SAFE CHANGES NEEDED: () Yes () No
(I.E. Caseworker, Supervisors moved in SAFE):

Regional ASM: _____

Date Requested: _____

Approvals:

State Office Designee

Division Financial Manager

Information Systems Director

SAFE Program Director

**STATE OF UTAH – DIVISION OF CHILD AND FAMILY SERVICES
ELECTRONIC EQUIPMENT AGREEMENT & INVENTORY**

Employee Name: _____ EIN: _____

As a state employee who uses electronic equipment, I agree to the following conditions.

1. The equipment will be used for official DCFS business. Personal use, if any, will be limited to infrequent, incidental, and/or emergency use.
2. I understand that I am responsible for the appropriate use and safekeeping of the equipment. In the event of loss or damage to the equipment, I am personally responsible for the cost of replacement or repair unless I can demonstrate that I have exercised reasonable care to protect the equipment.
3. If more than one employee shares the use of the equipment, I agree to use the checkout system each time I take the equipment for use.
4. If the equipment I use changes I will notify my supervisor and any other appropriate State Office staff. I will turn in all of my equipment at the end of my employment with DCFS.
5. I have read the following policies related to use of electronic equipment: DHS Policy on Appropriate Use of Information Technology Resources, <http://www.hspolicy.utah.gov>, Reference: 06-04.

I certify that the following equipment has been given to me for my use:

Equipment Type	Model Type	Serial Number	State of Utah # (computers only)
Desktop Computer			
Laptop Computer			
Printer			
Scanner			
Cell Phone/Blackberry			
Label Maker			
Other (please specify):			

Signature of Employee

Date

Signature of Supervisor

Date

Copy given to regional equipment coordinator