STUDY SESSION AGENDA
TUESDAY
July 27, 2021

ADAMS COUNTY GOVERNMENT CENTER
CONFERENCE CENTER, ROOM BRANTNER GULCH B

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE

11:45 A.M.  ATTENDEE(S): Senator Hickenlooper
ITEM: Meet & Greet

12:30 P.M.  ATTENDEE(S): Debbie Hearty / Eric Bettinger
ITEM: Cultural Competency Employee Survey Data Results

1:00 P.M.  ATTENDEE(S): Katie Griego / Kari Daggett
ITEM: Children and Family Services Update

1:30 P.M.  ATTENDEE(S): Raymond Gonzales
ITEM: Administrative Item Review / Commissioners Communication

2:00 P.M.  ATTENDEE(S): Heidi Miller
ITEM: Executive Session Pursuant to C.R.S. 24-6-402(4)(b) for the Purpose of Receiving Legal Advice Regarding Workers' Compensation Coverage

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

***AGENDA IS SUBJECT TO CHANGE***
**STUDY SESSION ITEM SUMMARY**

<table>
<thead>
<tr>
<th>DATE OF STUDY SESSION:</th>
<th>27 July 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUBJECT:</td>
<td>Cultural Competency Employee Survey Results</td>
</tr>
<tr>
<td>OFFICE/DEPARTMENT:</td>
<td>People and Culture</td>
</tr>
<tr>
<td>CONTACT:</td>
<td>Debbie Hearty</td>
</tr>
<tr>
<td>FINACIAL IMPACT:</td>
<td>0</td>
</tr>
<tr>
<td>SUPPORT/RESOURCES REQUEST:</td>
<td>NA</td>
</tr>
<tr>
<td>DIRECTION NEEDED:</td>
<td>NA; session designed to share information</td>
</tr>
<tr>
<td>RECOMMENDED ACTION:</td>
<td>NA</td>
</tr>
</tbody>
</table>

**DISCUSSION POINTS:**
- Overview of Cultural Competency Employee Survey in County Manager departments
- Review of recent feedback including year over year comparison
- Guidance shared with leadership on how to use the results
- Opportunity for discussion on Commissioners questions and input regarding implications
Cultural Competency Survey Overview

01 Target Audience: County Departments and participating Elected Offices

02 Developed initial survey and “tested” it with People & Culture Team

03 Made changes to survey based on P&C Team feedback

04 Determined which questions to ask on a quarterly basis. Set dates for these events.

05 Create plan to present data to staff and Department Directors (Business Partners will assist with specifics per Department)

Designed to measure staff sentiment regarding Adams County’s six Cultural Competencies: Job Satisfaction, Doing the Right Thing, Working Together, Workplace Flexibility and Diversity, Equity & Inclusivity
Sample Questions

**Employee Morale:** My current immediate supervisor actively supports and champions recognition and reward programs for team members.

**Job Satisfaction:** I would recommend working at Adams County.

**Doing the Right Thing:** My supervisor promotes the norm “Be Trustworthy.”

**Working Together:** My team members are open to helping me and are supportive when I need assistance.

**Workplace Flexibility:** My current immediate supervisor creates an environment that supports me in managing my personal and family responsibilities.

**Diversity, Equity & Inclusivity:** My current immediate supervisor provides ongoing opportunities to learn more about diversity, equity and inclusivity.
Survey Delivery Plan

Quarter 1
Cultural Competency: Employee Morale

Quarter 2
Cultural Competency: Job Satisfaction

Quarter 3
Cultural Competency: Doing the Right Thing
Working Together

Quarter 4
Cultural Competency: Workplace Flexibility
Diversity, Equity & Inclusivity
All Staff Receive Survey Results

County-wide responses to all questions as well as aggregated by cultural competency available. Department-specific results shared within department.

P & C works with Department Directors as needed

Department specific plans to celebrate strengths and address areas of opportunity.

Disaggregated Results

Executive Leadership Team and P & C analyzes disaggregated results to inform inclusion strategy

Continue survey/feedback process

This will be an ongoing effort of survey/feedback to staff.
What do we do with information we receive?

Asking the questions is only one step. Listening to the feedback and taking follow up action is necessary!
Harnessing the Survey Results

Set a Target for Participation
Countywide: 70%

Set Aside Time to Review Your Data
Dashboard

Make a Plan to Share What You Learned
- Chiropracted Adjustments vs Joint Replacement
- Cultural Competency Service Menu
  - I heard you say, so.....
  - Leadership Coaching
Notable Takeaways: Diversity, Equity & Inclusivity

- Adams County aggregated positive score was 76%.
  - Note: In almost every case, responses from those who identified their demographic information are higher than those who did not self-identify.
- “There is no beginning and end or a checklist. Achieving diversity and inclusiveness in your workplace is instead a process for creating change through education, collaboration and vigilance.” (Third Sector New England, HCM Workforce Strategic Diversity Survey).
- From the above survey the top three strategic goals identified were:
  - Creating an inclusive company culture—80.9%
  - Increasing employee engagement—76.5%
  - Fostering collaboration in the workplace—75%
- Adams County would be considered an “advanced” employer with regards to DE&I, and while this is something to be proud of, the survey scores indicate that much still needs to be done. (ex: collect and report out on: other agency diversity data, census data and other benchmark data).
- Another interesting find from this study was that employees ranked equally with managers/leads (61.8%) as being key stakeholders for accomplishing diversity goals. (Executive level was the highest at 83.8%)
- The highest scoring question in this competency was: “My current immediate supervisor works to give everyone what they need to be successful”—80.7%
- The lowest scoring question in this competency was: “My current immediate supervisor provides ongoing opportunities to learn more about diversity, equity and inclusivity”—74.5%
  - This is an area that could be appropriate for targeted follow up with our leaders.
## Latest Survey Results Summary: Job Satisfaction

<table>
<thead>
<tr>
<th>Question</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department encourages and rewards staff for innovation and continuous improvement.</td>
<td>61.9%</td>
<td>74.2%</td>
</tr>
<tr>
<td>My immediate supervisor provides and open and safe environment for staff to address work issues.</td>
<td>79.7%</td>
<td>86.4%</td>
</tr>
<tr>
<td>My immediate supervisor communicates with me on a regular basis.</td>
<td>80.7%</td>
<td>88.5%</td>
</tr>
<tr>
<td>My immediate supervisor listens to me—I feel heard.</td>
<td>76.5%</td>
<td>83.9%</td>
</tr>
<tr>
<td>My immediate supervisor ensures that job expectations are clear and achievable.</td>
<td>75%</td>
<td>83.7%</td>
</tr>
<tr>
<td>I am both challenged and supported in my role.</td>
<td>75.1%</td>
<td>81.4%</td>
</tr>
<tr>
<td>I have the opportunity to use my strengths frequently.</td>
<td>76.2%</td>
<td>79.4%</td>
</tr>
<tr>
<td>I clearly understand what is expected of me.</td>
<td>81.7%</td>
<td>85.2%</td>
</tr>
<tr>
<td>I would recommend working at Adams County.</td>
<td>88.4%</td>
<td>93.5%</td>
</tr>
</tbody>
</table>

Scores increased for every question by an average of **5.3%** compared to 2020
What drives job satisfaction in Adams County?

Number indicates the frequency the factor was selected. Participants could select up to 3 factors.

- **2020**
  - 511: Supportive Team
  - 445: Compensation
  - 360: Opportunity to use my strengths
  - 333: Clear Expectations
  - 318: Opportunity for advancement

- **2021**
  - 424: Supportive Team
  - 417: Compensation
  - 301: Clear Expectations
  - 279: Opportunity to use my strengths
  - 271: Opportunity for advancement
## Job Satisfaction Comparison by Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>2020</th>
<th>2021</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaskan Native</td>
<td>90%--16</td>
<td>83%--10</td>
<td>↓</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>88%--15</td>
<td>91%--23</td>
<td>↑</td>
</tr>
<tr>
<td>Black or African American</td>
<td>80%--19</td>
<td>87%--25</td>
<td>↑</td>
</tr>
<tr>
<td>Hawaiian or Pacific Islander</td>
<td>100%--1</td>
<td>100%--2</td>
<td></td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>82%--174</td>
<td>86%--162</td>
<td>↑</td>
</tr>
<tr>
<td>White (not of Hispanic origin)</td>
<td>82%--421</td>
<td>88%--343</td>
<td>↑</td>
</tr>
</tbody>
</table>

**Job Satisfaction County Average: 83%**

*Of those who participated in the surveys, 68% self-reported their ethnicity in 2020. This percentage increased to 72% in the 2021 survey. (Respondents have the option of “Choose not to answer” for this demographic question)*
## Job Satisfaction Comparison by Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>2020</th>
<th>2021</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 Years</td>
<td>80%--237</td>
<td>83%--196</td>
<td>↑</td>
</tr>
<tr>
<td>4-6 Years</td>
<td>78%--166</td>
<td>77%--153</td>
<td>↓</td>
</tr>
<tr>
<td>7-9 Years</td>
<td>81%--61</td>
<td>83%--65</td>
<td>↑</td>
</tr>
<tr>
<td>10-15 Years</td>
<td>78%--91</td>
<td>88%--78</td>
<td>↑</td>
</tr>
<tr>
<td>15+ Years</td>
<td>82%--113</td>
<td>89%--106</td>
<td>↑</td>
</tr>
</tbody>
</table>

**Job Satisfaction County Average: 83%**

*Of those who participated in the surveys, 80% self-reported their tenure in 2020. This percentage increased to 86% in the 2021 survey.*

*(Respondents have the option of “Choose not to answer” for this demographic question)*
Job Satisfaction Comparison by Gender

<table>
<thead>
<tr>
<th>Gender Non-Conforming</th>
<th>2020</th>
<th>2021</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>85%--219</td>
<td>91%--167</td>
<td>🔺</td>
</tr>
<tr>
<td>Female</td>
<td>81%--478</td>
<td>85%--459</td>
<td>🔺</td>
</tr>
<tr>
<td>Gender Non-Conforming</td>
<td>70%--8</td>
<td>63%--6</td>
<td>🔻</td>
</tr>
</tbody>
</table>

Job Satisfaction County Average: 83%

Of those who participated in the surveys, 75% self-reported their gender in 2020. This percentage increased to 79% in the 2021 survey. (Respondents have the option of “Choose not to answer” for this demographic question)
Questions & Comments
STUDY SESSION ITEM SUMMARY

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<tr>
<th>DATE OF STUDY SESSION:</th>
<th>Tuesday, July 27, 2021</th>
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<tbody>
<tr>
<td>SUBJECT:</td>
<td>Children and Family Services Update</td>
</tr>
<tr>
<td>OFFICE/DEPARTMENT:</td>
<td>Human Services</td>
</tr>
<tr>
<td>CONTACT:</td>
<td>Katie Griego and Kari Daggett</td>
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<tr>
<td>FINACIAL IMPACT:</td>
<td>No</td>
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<td>SUPPORT/RESOURCES REQUEST:</td>
<td>None at this time</td>
</tr>
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<td>DIRECTION NEEDED:</td>
<td>None at this time</td>
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RECOMMENDED ACTION: Children and Family Services will continue to engage with our workforce, our families, and our community partners towards excellent service to our families and the successful implementation of the Family First Prevention Services Act in Adams County.

DISCUSSION POINTS:

- Review Family First Prevention Services Act of 2018 and its purposes
- Review three primary focuses of Family First and their intended impact
- Adams County Children and Family Services' Family First efforts to date
- Overview of Children and Family Services
- Children and Family Services Data
- Children and Family Services Successes
HUMAN SERVICES CENTER

CHILDREN AND FAMILY SERVICES

Study Session
Tuesday, July 27, 2021
2021 UPDATES

1. Families First

2. Support for Families
FAMILY FIRST PREVENTION SERVICES ACT

• Signed into law on February 9, 2018
• Massive child welfare reform
• Focuses on:
  • Prevention
  • Placement
  • John H. Chafee Foster Care Independence Program
• Implemented by October 1, 2021
PREVENTION

How? – Federal funds can be used for prevention services.

Who? – Children/youth who are “candidates” for foster care, their parents/kin caregivers, and youth in foster care who are pregnant or parenting

What? – Evidence-based services that are listed on the Family First Prevention Services Clearinghouse
PLACEMENT

How? – Federal funds can only be used for qualified residential placements and family-like placements

Who? – any child/youth who requires out of home placement

What? – the only residential placements that can be used must be a Qualified Residential Treatment Program and an independent assessment must take place to determine the appropriateness of this level of placement
JOHN H. CHAFEE FOSTER CARE INDEPENDENCE PROGRAM

How? – Modernized and expanded Chafee to enhance the support counties can provide youth so they can more successfully transition to adulthood.

Who? – Youth ages 14 to 27 who are in foster care or who were formerly in foster care.

What? – Extends Chafee supports to the age of 23, extends Education and Training Vouchers (ETV) to the age of 26, and ensures youth who age out of foster care are provided official documentation that they were previously in foster care.
Children and Family Services

Efforts Toward Family First

Implementation
Family First Implementation

- Trainings
- Discussions
- Development of Processes
- Prevention Services
- Outreach
- Serving Youth
For families this means:

- a transition from a crisis agency to a prevention agency
- increase in prevention services delivered
- reduction in foster care placements
- reduction in trauma
- increase in positive outcomes for children and families
CHILDREN AND FAMILY SERVICES OVERVIEW

• Transition back to the building
• Guiding Principles
• Children and Families Data
  • Performance Measures
CHILDREN AND FAMILY SERVICES DATA

CHILDREN & FAMILY SERVICES

9K+
9,176 Referrals for Child Abuse/Neglect

122 Finalized Adoptions

116 Children Reunified
CHILDREN AND FAMILY SERVICES DATA

- Meeting or exceeding goal: contacts with PA4 parents and family engagement meetings before reunification

*Why this matters:* Contact with parents is the best way we have to measure engagement. When parents are engaged, youth are more likely to return home or otherwise achieve permanency sooner, or at all. They are also less likely to re-enter.
CHILDREN AND FAMILY SERVICES DATA

• Near goal: safety assessments completed prior to reunification

Why this measure matters: Safety assessments inform critical decisions about child/youth safety, including if they are safe to remain in their home and/or safe to return home. Completing safety assessments timely before reunification is an important support to identify strengths and protective factors within a family, which may reduce re-entry into out of home care for children and youth.
CHILDREN AND FAMILY SERVICES DATA

- Not meeting the goal: timeliness of initial response

Timeliness of Initial Response to Abuse/Neglect Assessments

Why This Matters: Timely initial response to abuse/neglect assessments improves child safety and reduces the potential for further abuse.
CHILDREN AND FAMILY SERVICES DATA

Data-informed supervision approach
CHILDREN AND FAMILY SERVICES SUCCESSES THROUGH THE LENS OF THE TEAM

• “I am an important part of the organization.” – 88%
• “I make a difference in the lives of the people I serve.” – 98%
• “Current leadership listens to my ideas.” and “I feel empowered to implement my ideas.” – 75%
• To those we serve:
  o The voice of Adams County
  o Relentless advocacy
  o Timely service
  o Internal workgroups
THANK YOU!