

**The Importance of Workload Analyses and Resource Allocation Models in Child
Welfare Evaluation:**

Supplemental Tables to PowerPoint Presentation

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Source:

**Perry, Robin & Murphy, Stephen (2008). "A Critical Appraisal of What Child
Welfare Workers Do: Findings from a Task Analysis Study in Florida." *Protecting
Children*, 23 (3), pp. 44-73.**

Table 1: Total Minutes and Hours On-the-Job and Engaged in Tasks by Worker Shadowed.

Worker ID	Time "On-the-Job"		Time Engaged in Task Completion		Task Time Compared to On-the Job Time	
	Total Minutes Logged	Total Hours Logged	Total Minutes Logged	Total Hours Logged	Minutes over (+) or under (-)	Hours over (+) or under (-)
1	480	8.00	485	8.08	5	0.08
2	585	9.75	505	8.42	-80	-1.33
3	530	8.83	469	7.82	-61	-1.02
4	383	6.38	389	6.48	6	0.10
5	465	7.75	423	7.05	-42	-0.7
6	433	7.22	436	7.27	3	0.05
7	528	8.80	546	9.10	18	0.30
8	900	15.00	1038	17.30	138	2.30
9	930	15.50	1025	17.08	95	1.58
10	465	7.75	468	7.80	3	0.05
11	408	6.80	469	7.82	61	1.02
12	514	8.57	525	8.75	11	0.18
13	311	5.18	285	4.75	-26	-0.43
14	1360	22.67	1418	23.63	58	0.97
15	545	9.08	781	13.02	236	3.93
16	660	11.00	552	9.20	-108	-1.80
17	570	9.50	758	12.63	188	3.13
18	570	9.50	627	10.45	57	0.95
19	631	10.52	618	10.30	-13	-0.22
20	485	8.08	611	10.18	126	2.10
21	498	8.30	533	8.88	35	0.58
22	570	9.50	612	10.20	42	0.70
23	540	9.00	540	9.00	0	0.00
24	523	8.72	699	11.65	176	2.93
Total	13,884	231.4	14,812	246.9	928	15.5
Average	578.5	9.6	617.2	10.29	38.7	.65

Table 2: Total Number of Tasks Completed, and Amount and Percentage of Time Dedicated to Multi-Tasking.

Worker ID	Tasks Accomplished		Time Engaged in Multi-Tasking		Percentage of Time Engaged in Multi-Tasking
	Total Individual Tasks	Number of Multi-Tasks	Total Minutes Logged	Total Hours Logged	Percentage (%)
1	36	7	140	2.33	28.9
2	72	19	241	4.02	47.7
3	44	6	159	2.65	33.9
4	86	11	55	0.92	14.1
5	70	11	91	1.52	21.5
6	58	10	82	1.37	18.8
7	57	15	221	3.68	40.5
8	66	36	602	10.03	58.0
9	87	17	245	4.08	23.9
10	44	9	78	1.30	16.7
11	49	2	75	1.25	16.0
12	65	22	170	2.83	32.4
13	46	8	37	0.62	12.5
14	96	12	315	5.25	22.2
15	128	54	541	9.02	69.3
16	92	27	180	3.00	32.6
17	54	21	364	6.07	48.0
18	42	10	182	3.03	29.0
19	91	8	100	1.67	16.2
20	111	31	304	5.07	49.8
21	62	10	73	1.22	13.7
22	30	1	15	0.25	2.5
23	24	7	240	4.00	44.4
24	36	15	302	5.03	43.2
Total	1,546	369	4,812	80.2	
Average	64.4	15.4	200.5	3.3	32.5%

Table 3: Total Number of Client Contacts, Time in Contact with Clients, and Percentage of Total Time In Contact with Clients.

Worker ID	Number of Client Contacts	Minutes In Contact with Clients	Percentage (%) of Work Time in Contact With Clients
1	3	25	5.2
2	2	7	1.2
3	3	44	8.3
4	17	52	13.6
5	14	127	27.3
6	9	116	26.8
7	12	175	33.1
8	19	725	80.6
9	16	127	13.7
10	1	10	2.2
11	0	0	0.0
12	8	40	7.8
13	1	6	1.9
14	6	788	57.9
15	5	104	19.1
16	5	139	21.1
17	5	153	26.8
18	10	166	29.1
19	11	114	18.1
20	21	327	67.4
21	6	37	7.4
22	12	215	37.7
23	8	200	37.0
24	8	281	53.7
Total	202	3,978	
Average	8.4	165.8	28.7

Table 4: Total Number of Tasks Associated with the Provision of In-Home Services, Time (Minutes) Dedicated to In Home Services, and Percentage of Total Time Dedicated to In-Home Services.

Worker ID	Number of In-Home Service Tasks	Minutes Providing In-Home Services	Percentage (%) of Work Time Dedicated to In-Home Services
1	3	25	5.21
2	0	0	0.0
3	0	0	0
4	6	24	6.27
5	2	61	13.12
6	0	0	0
7	4	44	8.33
8	0	0	0
9	1	8	0.86
10	0	0	0
11	0	0	0
12	2	4	0.78
13	7	71	22.83
14	7	79	5.81
15	5	20	3.67
16	14	141	21.36
17	0	0	0
18	0	0	0
19	9	86	13.63
20	7	35	7.22
21	1	21	4.22
22	5	120	21.05
23	4	80	14.81
24	2	97	18.6
Total	79	916	
Average	3.3	38.2	6.6

Table 5: Total Number of Tasks Associated with the Out-of-Home Care Services, Time (Minutes) Dedicated to Out-of-Home Care, and Percentage of Total Time Dedicated to Out-of-Home Care Services.

Worker ID	Number of Out-of-Home Care Service Tasks	Minutes Associated with Out-of-Home-Care Services	Percentage (%) of Work Time Dedicated to Out-of-Home Care Tasks
1	0	0	0
2	0	0	0
3	0	0	0
4	0	0	0
5	25	172	37
6	9	116	26.8
7	18	191	36.2
8	2	37	4.1
9	2	21	2.3
10	1	10	2.2
11	0	0	0
12	25	193	37.5
13	25	256	82.3
14	33	765	56.3
15	62	524	96.1
16	22	196	29.7
17	3	9	1.6
18	8	345	60.5
19	57	365	57.8
20	61	505	82.7
21	0	0	0
22	19	412	72.3
23	6	240	44.4
24	2	165	31.5
Total	380	4,522	
Average	15.8	188.4	32.6

Table 6: Comparisons of Averages for Time Categories Associated with Tasks Completed Across Workers in Member Agencies

Time Category AVERAGE (across workers)	Family Preservation Services (n=13)	Children's Home Society (n=6)	Meridian Behavioral Healthcare (n=5)
Minutes "On-The-Job"	609.1	488.8	606.6
Hours "On-The-Job"	10.2	8.1	10.1
Task Minutes	651.9	532	629.2
Task Hours	10.9	8.9	10.5
Number of Tasks	67.4	67	53.6
Number of Multi-tasks	15.6	19.2	10.2
Minutes Multi-tasking	211.9	207.7	162.4
Hours Multi-tasking	3.5	3.5	2.7
Percentage of Time Multi-tasking	30.5	34.6	26.6

Table 7: Comparisons of Averages (across workers) for Amount of and Time Spent With—Clients, Providing In-Home Services, and Out-of-Home Care Services.

Category AVERAGE	Family Preservation Services (n=13)	Children’s Home Society (n=6)	Meridian Behavioral Healthcare (n=5)
Number of Client Contacts	8.8	4.3	12.4
Minutes Spent with Client Contacts	216.2	53.8	168.8
Percentage of Time with Client Contacts	29.9	9.9	29.8
Number of In-Home Service Tasks	3.8	2.3	3.2
In-Home Service Task Minutes	39.1	15.8	62.6
Percentage of Time with In-Home Service Tasks	6.3	4.5	11.6
Number of Out-of- Home Care Service Tasks	14.6	20	14.0
Out-of-Home Care Service Task Minutes	166.8	219.7	207.2
Percentage of Time with Out-of-Home Service Tasks	22.5	46.1	38.4

Table 8: Percentage of Time Assumed by Different Task Categories for All Shadowed Workers.

Task Category	Percentage (%) of Total Time (14,812 Minutes)
I. Initial Response and Investigation	1.2
II. Removal and Placement/Replacement of Child	
II. Removal and Placement of Child	19.2
II. Medical and Mental Health Assessments	0.3
II. Placement of Indian and Military Child	0.9
III. Case Planning and Reunification Activities	
III. Case Plan/Case Planning Conference	2.1
III. Service Planning Activities	0.2
III. Reunification Activities.	0.6
IV. Court Services and Case Supervision	
IV. Court Services	9.7
IV. Case Supervision	7.6
V. General Tasks—Case Management	
V. Case Contacts	9.8
V. Legal Issues and Background Checks	1.8
V. Safety/ Risk Assessment	0.1
V. Case Consultations	1.7
V. Case Recording and Referrals	2.7
V. Transportation	13.4
V. Care and Contact with Child	1.8
V. Other	2.5
VI. General Tasks—Administration	
VI. Paperwork	12.0
VI. Meetings	0.7
VI. Training and Development	0.7
VI. Other	0.3
VII Non-Case Related Activities.	10.7
Total	100%