

APS Workload Toolkit

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Table of Contents

Introduction	2
Instructions	5
UNDERSTAND Workflow	5
PROJECT the Number of Needed FTEs	7
MANAGE Workload.....	11
Additional Considerations	18

Introduction

At the direction of the Administration for Community Living (ACL), the Adult Protective Services Technical Assistance Resource Center (APS TARC) conducted a workload needs assessment and prepared this APS Workload Toolkit to assist adult protective service (APS) programs with understanding, projecting, and managing their workload. This toolkit is supported by the *APS Workload Report*, which provides findings from the workload needs assessment and supplemental information to understanding workload and the importance of the metrics and approach in this toolkit.

Historically, APS programs have struggled to understand their workload needs and how to successfully manage them. This is evidenced by ACL's [Research Agenda for Adult Protective Services](#) priorities and anecdotal requests by APS programs for a caseload standard. During the workload needs assessment, the APS TARC determined that developing a national caseload standard across APS programs — as in child protective services — is not possible due to differences in programs. In its place, programs needed tools to better understand, project, and manage their overall workflow and workload needs.

This toolkit provides some brief background information, explicit instructions with definitions on how to use the APS Workload Tool developed by the APS TARC, and a discussion of additional considerations.

The ACL Research Agenda explained why measuring caseloads is important to APS programs:

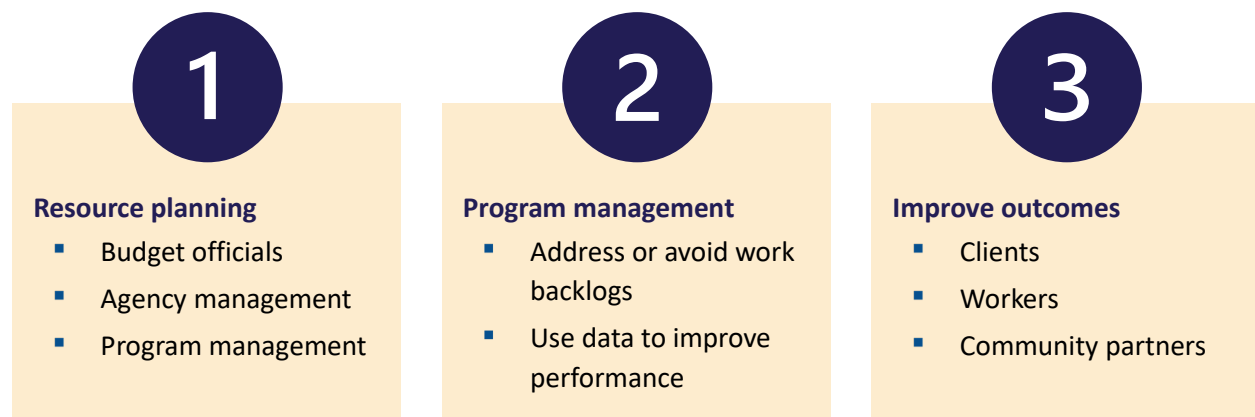
Caseload size is an important element in the working conditions of those delivering public social services, such as APS. The literature on these working conditions argues that when caseloads exceed some manageable level, there are considerable negative consequences for workers' performance in terms of the quality of services they provide and the outcomes they can achieve for their clients. In addition, a client's safety, well-being, and even life may depend on a prompt and effective APS response. The relationship of both caseload size and client outcomes to workforce stability and quality is a major concern for APS agencies.

The APS TARC needs assessment determined, based on CPS literature and the project team's understanding of the diverse nature of APS programs, that a focus on caseload was necessary but not sufficient for providing practical assistance to APS programs. Improved workload management by APS programs, as outlined below, would help the programs in multiple areas. Through analysis of workflow and managing (analysis and monitoring) workload, APS programs can better understand their caseloads or how much work is being done in the program. The near-by callout box defines caseload and workload for this project.

Caseload: The number of clients assigned to an individual caseworker in a given time period. Caseload reflects a ratio of cases to staff members and may be measured for an individual caseworker, all caseworkers assigned to a specific type of case, or all caseworkers in a specified area (e.g., agency, region).

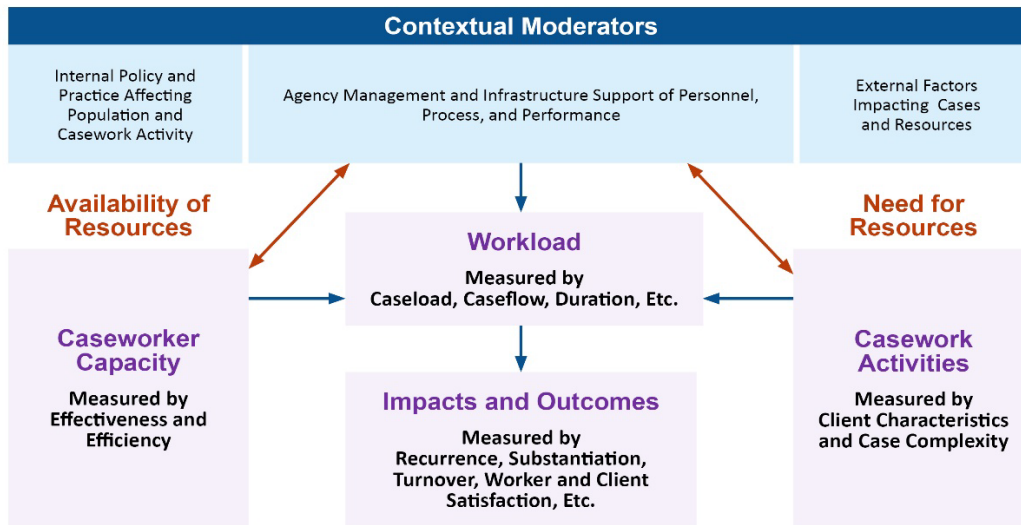
Workload: The amount of work required to successfully manage assigned clients and bring their cases to resolution. Workload generally reflects the average time it takes a caseworker to (1) do the work required for each assigned case and (2) complete other non-casework responsibilities.

Workload Management Will Improve APS Programs



A workload model, shown below, was developed to illustrate the major factors that impact workload and the relationship between them. It provides a framework for understanding many of the metrics and process issues used in this model. It is important to understand that workload is a product of both casework capacity and casework activities. The various factors included in this model are explained in detail the *APS Workload Report*.

APS Workload Model



Instructions

The model is an Excel file and consists of three parts:

UNDERSTAND Workflow – This tool provides a beginning framework to understand the steps in your workflow process. Better understanding of workflow will result in better projections of workload needs and management.

PROJECT the Number of Needed FTEs – This tool provides metrics and instructions for estimating the number of needed FTEs for caseworker position(s).

MANAGE Workload – This tool provides concepts and metrics for managing — assessing, monitoring, adjusting — workload of casework staff. Some of the data, particularly the metrics in the caseload/caseflow section of the tool, is used to project the number of needed FTEs.

The accompanying Excel file provides a separate tab for each part of the model. The following instructions define the variables used for the projection, provide step-by-step instructions on how to use the tool, and describe other considerations.

UNDERSTAND Workflow

Use the “UNDERSTAND” tab of the APS Workload Tool Excel file to assess workflow. To successfully project needed workers and manage their work, it is helpful to understand who does what for how long and why. The workload needs assessment determined that most APS programs have not done this type of detailed analysis of their workflow. Few programs have recent time studies or a workflow model that outlines what activities should occur in a case or how long each activity should take.

Some programs may have current or recent “time studies” that determine the amount of time it takes to conduct certain activities in a case. These are most often used to determine how much time can be billed to Medicaid and do not provide a comprehensive overview of the work in an APS case. The purpose of the Understand Workflow aspect of the tool is to help programs fill in this gap.

Figure 1. Understand APS Workflow Model

Purpose: To better understand APS workflow and thereby contribute information to projecting and managing workload.
 This chart may need to be completed for different types of cases. For example, the process for self-neglect may be different than abuse maltreatment types or cases with perpetrator referrals may be different than those without.

Type of Case:
 Date:
 Version:

ACTIVITY	WHO Does the Activity?	WHAT Is the Result?	WHEN Must It Happen By?	HOW Is It Completed?	AMOUNT of Time to Complete
INTAKE					
Receive report of allegations					
Accept or refer report					
INVESTIGATION (ASSESSMENT)					
Accept intake					
Assign for investigation					
Contact reporter (if needed)					
Initiate investigation to include any of following activities: Contact client to assess emergency and safety needs Take emergency protective actions (if needed) Provide emergency services (if needed)					
Conduct client assessment to include any of the following activities: Interview: client, perpetrator, and collaterals Consult with experts (if needed) Document or collect physical evidence (medical, financial, etc.) Conduct case consultations (e.g., capacity assessments, legal input)					
Determine finding					
Review and approve finding					
Communicate results to client and other required parties					
Make referrals to investigative or regulatory agencies					
SERVICES					
Prepare service plan					
Make referrals or purchase of services					
Monitor status of client and their services					
Close the case					
QUALITY ASSURANCE					
Conduct peer case reviews					
Finalize case documentation					
Conduct QA or due process reviews					

< > UNDERSTAND PROJECT MANAGE INSTRUCTIONS +

This workflow tool is based on the revised APS Logic Model (2024) the APS TARC originally developed for the [National Process Evaluation for the APS System](#). The APS Logic Model provides a useful **beginning** framework and terminology for outlining the workflow in APS casework. The word “beginning” is emphasized because a model is, by definition, incomplete and imperfect. The UNDERSTAND tool outlines the key activities in an APS case based on a model workflow, consistent with the federal regulations for APS. The terminology, exact activities, and specific workflow will vary from program to program. Thus, this tool is designed to be modified by programs based on their individual program requirements and workflow. Specifically, you should add or delete activities based on your policy and practice.

The tool is a two-dimensional matrix. The rows contain information on the typical activities in an APS case from beginning (intake) to conclusion (post-case quality assurance). The columns are factors that impact workload, consisting of the following questions for each activity:

- **WHO does the activity?** Who is assigned responsibility for the activity? For example, the entry for client assessments could be: “Caseworkers conduct client assessments.” In evaluating workflow, particularly if you are wanting to improve business process, you may also want to ask the question: Who else can do this?

- **WHAT is the result?** What happens because of the activity? For example, the entry for client assessments could be: “Information is entered in case management system to assist with disposition decision and to plan services.”
- **WHEN must it happen by?** When, according to policy (if any) or standardized practice, must the activity be completed? For example, policy may say that investigations must be completed within 60 days. Since formal policy (statute or rule) will likely not contain a timeframe for many activities, use practice expectations (formal or informal) for the activity timeframe. For example, the entry for client assessments could be: “Conduct client assessments within five days of the start of the investigation.” If a program does not have policy requirements or practice expectations for timeframes for various activities, this tool could provide a framework to think through what the expectations should be.
- **HOW is it completed?** How does a caseworker complete the activity? For example, the entry for client assessments could be: “A standardized tool is used to conduct the client assessment.”
- **AMOUNT of time to complete the activity.** What is the estimated amount of time in hours typically required to complete the activity? This question is needed only if conducting a study of the time to do casework. For example, a client assessment typically takes 1.5 hours to conduct and document. Again, most programs will not know this information; the tool provides a framework to assess how long it takes.

The workflow may vary enough for different types of cases that you will need to complete a workflow for each type of case. For example, the workflow for cases with an allegation of self-neglect may need to be different than cases involving allegations of abuse. There may be differences other than maltreatment type that would require a unique workflow, such as cases involving courts or abuse registries. The amount of time to complete activities for one type of case may differ enough to warrant a separate workflow.

Programs can use this tool to better understand their workload needs. It is recommended that a diverse, expert team that includes frontline staff complete the tool, with a structured management team review. Ideally, if conducted as a team activity, there will be as much value in the process (discussion, analysis, review) for completing the tool as there is in the final product.

PROJECT the Number of Needed FTEs

Use the “PROJECT” tab of the APS Workload Tool Excel file to estimate the future number of needed caseworkers and additional support staff. The projection for additional caseworkers can be done on a statewide basis or for individual units or regions.

Figure 2. Project the Number of Needed FTEs Model

Purpose: To calculate the number of needed FTEs by type of FTE in a fiscal year
 Cells shaded light green are the result of embedded formulas

Step 1: Estimate Number of Needed FTEs			
	Example	Actual	Source/Calculation
Projected # of intakes	1200		Estimate based on intake trend data
Projected # of investigations	1000		Estimate based on investigation trend data or as percentage of intakes
Average # of hours per investigation	10		Time study or similar data or calculate based on historical data: # of investigation hours / # of investigations
Projected # of investigation hours	10000	0	# of investigations (C6) X # of hours per investigation (C5)
Hours of productive work per FTE per year	1500		This takes into consideration factors such as vacation and sick leave. Obtain from budget office.
Projected number of FTEs needed	6.7	#DIV/0!	# of investigation hours (C7) / hours of productive work (C8)
Projected caseload per worker	150	#DIV/0!	# of investigations (C5) / # of needed FTEs (C9)

Step 2: Estimate Number of Additional FTEs Needed			
	Example	Actual	Source/Calculation
Total filled positions needed	6.7		Determined in Step 1 (B9)
Current number of FTEs authorized	5		From agency/program budget
Projected FTE difference	1.7		FTEs needed (B13) minus authorized (B14)
Average vacancy rate	0.1		Reflects turnover. Obtain from budget office.
Total authorized FTEs needed	7.3		(FTE difference [C15] * vacancy rate [C16]) + current authorized positions [C14]

Step 3: Needed Support Staff			
	Ratio	# Needed	Based on ratio to needed investigators
Projected number of FTEs needed	6.7	-	Determined in Step 1 (B9)
Administrative assistants	0.05	0.3	Ratio X projected # of FTEs needed
Case aides	0.1	0.7	Ratio X projected # of FTEs needed
Supervisor	0.2	1.3	Ratio X projected # of FTEs needed
Other administrative support			Can be calculated as a category or by subcategories below.
Legal	0.05	0.3	Ratio X projected # of FTEs needed
Quality assurance (e.g., case readers)	0.01	0.1	Ratio X projected # of FTEs needed
Management		0.0	Ratio X projected # of FTEs needed
Total	-	2.7	Total of all categories

< > UNDERSTAND **PROJECT** MANAGE INSTRUCTIONS +

The following table outlines and defines the key variables in the APS Workload Tool used to project the number of FTEs a program may need. Programs should have data on most of the variables. The most likely exception is the average amount of time per investigation; however, as described below and in the worksheet, this can be estimated based on other data or by completion of the workflow model. The projected number of intakes/investigations will require a statistical projection based on trend data.

Key Variables to Project Needed Caseworkers

Metric	Definition	Estimation or Calculation
Projected number of intakes	The number of reports accepted for investigation	Based on the trend data
Projected number of investigations	The number of reports investigated by field staff	Can be based on the historical ratio of intakes to investigations or the historical trend data in investigations
Average number of hours per investigation	How many hours it takes to complete an investigation	Based on the best available information, such as a time study or completion of the workflow model. Alternatively, it can be determined by dividing the historical number of investigation hours by the historical number of investigations.
Projected number of investigation hours	Total number of hours spent investigating APS cases	Based on the number of investigations multiplied by the average amount of time per investigation. If the amount of time per investigation is unknown, it can be determined by multiplying the historical number of investigations by the historical hours of productive work for FTEs.
Hours of productive work per FTE per year	Total number of hours on average each FTE is available to conduct casework	Based on number of hours in a typical work year (2,080) minus hours for non-investigative work (holidays, training/QA, sick, vacation, etc.)
Projected number of needed casework FTEs needed	Number of field staff to conduct casework	Based on number of investigation hours divided by the number of hours of productive work per FTE
Projected caseload per worker	Number of cases for each caseworker for the year	Based on number of investigations divided by the number of needed FTEs
Current number of authorized casework FTEs	Number of caseworker FTEs authorized by budget in the current fiscal year	Usually determined by the budget office based on the appropriations act
Projected FTE difference	Deficit or surplus of projected staff needed	Based on projected number of needed casework FTEs needed minus current number of casework FTEs authorized
Average vacancy rate	Percentage on unfilled FTEs assumed by budget office	Based on historical data

Metric	Definition	Estimation or Calculation
Total authorized FTEs needed	Number of surplus or deficit of FTEs after adjusting for vacant positions	Based on projected FTE difference multiplied by the vacancy rate, then added to the current number of authorized positions
Number of management and support staff	Staff needed to support FTEs conducting casework such as intake, QA, administrative, legal, and other management	Different types of staff may be calculated as a ratio of the number of casework FTEs. For example, the number of additional supervisor or intake workers.

The APS Workload Tool for projecting needed staff is divided into three steps, using the PROJECT worksheet of the APS Workload Tool Excel file. The first two steps are for projecting the number of caseworker type staff. The third step is for calculating support staff for the caseworker staff. Each is explained in more detail below.

1 Step 1: The first step is to calculate the number of needed FTEs for a year as follows:

1. Estimate the number of projected investigations using investigation or intake trend data. If using intake data to conduct the trend analysis, the number of investigations can be calculated as a percentage of intakes. Use an appropriate statistical methodology – such as linear regression or time series analysis -- to project the number of intakes or investigations. The budget office or other office with statisticians should be able to assist with trend data projection.
2. Calculate the projected number of investigation hours by multiplying the average number of hours per investigation by the estimated number of investigations. The average number of hours per investigation may be based on a time study (if available). If you do not have a time study or other source for the average number of hours per investigation, you can estimate it based on past performance (historical data) as follows: for a given time period, divide the number of investigation hours by the number of investigations. To estimate the number of investigation hours in this time period, multiply the number of FTEs by the hours of productive work per FTE.
3. Calculate the projected number of needed FTEs by dividing by the projected number of investigation hours by the number of hours of productive work.

- 2 Step 2:** The second step is to factor in a vacancy rate as follows:
1. Calculate the projected FTE difference by subtracting the number of current or authorized FTEs by the projected number of needed FTEs from Step 1. The budget office should be able to provide the number of current authorized FTEs.
 2. Calculate the total authorized FTEs needed by multiplying the projected FTE difference by the average vacancy rate. The vacancy rate is the assumed percentage of positions that are unfilled during the time period. The budget office should be able to provide the vacancy rate.
- 3 Step 3:** The third step is to factor in additional support staff by category. Support staff means all types of staff needed to support caseworker positions. For some programs, this is an automatic calculation based on a ratio to caseworker FTEs. Using the APS Workload Tool, calculate additional support staff needed as follows:
1. For each category of support staff, enter the ratio of support staff to FTEs. You will need to obtain the actual number from or work with the budget office to help determine this ratio. We have suggested potential categories; each program will need to determine the appropriate categories for their program.
 2. Multiply the projected number of FTEs needed from Step 1 by the ratio for each support staff category. This will provide the number of support staff by category.

This methodology assumes that there is no change in the caseload per worker. To increase or decrease the caseload per worker, other than changing the number of workers, the key assumption is the average number of hours per investigation; by decreasing it you can improve caseload size.

As described in the *APS Workload Report*, there are many variables that affect the average number of hours per investigation. The second part of the workload model describes some commonly used metrics for the variables used to manage workload and improve the average number of hours per investigation. By monitoring and managing to these workload metrics, programs can improve their caseloads and overall workload.

MANAGE Workload

Use the “MANAGE” worksheet of the APS Workload Tool Excel file to manage workload. It provides metrics that, collectively, can be used to assess and respond to workload needs. As with the other aspects of the APS Workload Tool, specific program terminology may differ.

While caseload is most frequently used and is a critical metric, it is insufficient to understand and manage workload needs; it should be used with other metrics. The needs assessment found that APS programs that proactively manage their workload use a dashboard approach. The APS Workload Tool is drawn from common concepts and metrics from across these programs identified in the needs assessment.

Programs should customize this chart as needed. Many programs may not currently measure all the concepts; they are proposed for your consideration and use as data is available based on your program priorities. Conversely, you may include additional metrics that help in understanding your workload.

This tool does not establish a target or standard for any of the metrics. Programs should establish targets for the metrics and monitor them together to have a complete picture of their past performance and then use benchmarking across organizational areas (e.g., workers, units, and/or regions) and use tracking and trending over time as tools to manage their workload. Targets can be set based on historical averages, model units, or goals that the program desires to achieve.

Ideally, programs will set up a monitoring system to review the metrics at each program level — worker, supervisor/unit, region/district, and state/program wide — on a routine schedule.

The metrics are interrelated. The goal of a dashboard type of approach is to understand the relationship between the variables. For example, reducing case durations, assuming the inflow of cases is constant, should result in reduced caseloads.

The metrics answer the following key questions about workload:

Intake/Pre-screening

- How many referrals were accepted for investigation (new cases)?
- Were the accepted referrals appropriate for investigation (screened in appropriately according to policy)?

Initiation

- How long does it take to initiate an investigation?
- How many and what percentage of investigations were initiated within required timeframes?

Duration

- **Investigation:** How long does it take to close an investigation? How many and what percentage of investigations were closed within required timeframes?
- **Intervention Activities:** How long do you provide or monitor intervention activities (e.g., services to address maltreatment)? How many and what percentage of intervention activities were closed within required timeframes?
- **Case:** How long does it take to close a case? How many and what percentage of cases were closed within required timeframes?
- **Documentation:** How long does it take to document a case? How many and what percentage of cases were documented within required timeframes?

Staffing

- How many staff are available to conduct casework?
- What percentage of staff are working at capacity (i.e., completed training and/or probation period at reduced caseload)?

Overall Workload Status

- How many cases did staff open and close during a defined time period or have open at a moment in time?
- How many cases were (or should have been) completed in a defined time period?
- How many cases are open beyond a defined time period?

Process Outcomes

- Are client needs being met?
- What are investigation/assessment findings?
- What is recurrence of clients (subsequent reports)?

The following table outlines and defines the key variables in the APS Workload Tool to manage workload.

Metric	Definition	Estimation or Calculation
Overall Measures of Workload for a Given Time Period		
Workflow balance	The difference between the number of reports accepted for investigation and number of cases closed in a given time period	A measure of the overall status of workload based on the balance between inflow and outflow of cases.
Average caseload	Based on number of cases divided by the number of caseworkers	A measure of the overall state of workload based on the number of cases for each caseworker
Factors that Impact Workload		
INTAKE		
# of reports received	The number of intake reports of allegations received	Key workload input
# of reports accepted for investigation	The number of intake reports received and accepted for investigation	Key workload decision
% of reports accepted for investigation	The number of intake reports received divided by the number of reports accepted for investigation	Ability of intake to screen out inappropriate cases and refer to alternative resources impacts workload

Metric	Definition	Estimation or Calculation
# of reports accepted not investigated	The number of intake reports accepted for investigation closed without a complete investigation	Investigation staff determine that the client or allegations do not meet program criteria for investigations and do not complete a full investigation. Note: programs differ as to whether they count such situations as investigations or not.
% of reports without full investigation	The number of intake reports accepted for investigation NOT investigated divided by the total number of reports accepted for investigation	The percentage of cases closed prior to a complete investigation is an indicator of the effectiveness of the pre-screening process at intake. It may be an indicator, if the percentage increases over time, of increasing workload stress. Generally, cases will be closed because the client is determined to be not eligible or allegations do not meet definition.
# of cases closed	The total number of investigations conducted	
DURATION		
Average case initiation time	Average amount of time to initiate investigation	Usually measured in hours. Different programs will have different ways of defining initiation and therefore measuring this; the important thing is that you measure it consistently.
Average length of investigation	Average amount of time in days from intake to investigation/assessment findings	The length of the investigation is a primary determinant of caseload and therefore workload. Shorter durations result in lower workload and often better outcomes.
Average length of intervention activities	Average amount of time in days from close of investigation to close of case providing or monitoring activities to address maltreatment	Some states have separate phases or stages for investigation and intervention activities (often called services) to address maltreatment.
Average length of case	Average amount of time in days from intake until case closure	The length of the case is a primary determinant of caseload and therefore workload. For many programs, the case includes management or monitoring of services after disposition.

Metric	Definition	Estimation or Calculation
Average case documentation time	Average amount of time to document case activities from when they occur	Timeliness of case documentation is an important determinant of duration and managing workload. Case management systems may not be able to measure this without modification. Ideally, documentation occurs as close to real time as possible.
Workload Indicators		
Amount of case activities	Volume of activities in a case that can be documented and counted	Examples of this are number of interviews, number of intervention (service) activities, and number of service monitoring contacts. The amount of activity in a case determines the amount of work in a case. Most case management systems are not able to count this.
Pending rate [open to a better term here]	The percentage of cases open beyond a pre-determined number of days	The predetermined level would typically be the length of time allowed by policy for investigation or case duration. A high pending rate is an indication of workload stress.
Time since last activity in case	The number of days since the last documented activity in case	The average time over all cases is a metric for monitoring caseworker efficiency and if they are effectively managing their case/workload.
% of cases by maltreatment type	The distribution of cases by maltreatment type	Different types of maltreatment require more or less work. Monitoring distribution at the worker level will help manage workload.
Caseworker Capacity		
# of FTEs conducting casework at limited capacity	The total number of full-time equivalent caseworkers hired and working cases at a point in time but not carrying a full caseload	Some workers may not be considered as a full FTE until they are fully trained or have reached a certain level of experience. Therefore, they carry a lower caseload and are counted as a partial FTE for purposes of caseload calculation.
# of FTEs conducting casework at full capacity	The total number of full-time equivalent caseworkers with a full caseload	Fully trained, experienced workers expected to process cases at full capacity.

Metric	Definition	Estimation or Calculation
Turnover rate	The percentage of caseworkers who leave during a period of time	This a key driver of caseload. Reducing turnover will improve caseload.
Process Outcome Indicators		
% of cases by finding type	The percentage of cases for each type of determination in an investigation (e.g., substantiated, unsubstantiated, affirmed, verified, needs services)	Changes over time or differences among entities may indicate workload stress, particularly if unsubstantiation or inconclusive rates increase. The program should establish an expected target range.
% of investigations rejected for approval	The percentage of investigations a supervisor declines for closure divided by the total number of investigations	Changes over time or differences among entities may indicate workload stress. The program should establish an expected target range.
% of clients receiving intervention activities	The percentage of clients receiving services divided by the total number of clients	If program provides services, changes over time or differences among entities may indicate workload stress. The program should establish an expected target range.
Rate of recurrence	The percentage of cases with clients who received a prior investigation divided by the total number of cases	Changes over time or differences among entities may indicate workload stress. The program should establish an expected target range and time period for counting previous cases. There is not a standard timeframe; it can range from 6 months to a year or two, depending on program concerns.

Absent a detailed time study, there is no way to determine a right or wrong caseload for an APS caseworker in a program. Caseload is a relative metric — that is, when measured over time and across individual caseworkers and organizational groupings (units, regions, statewide), it is useful for understanding the amount of work being done in the program. Caseload alone, however, is insufficient for understanding workload.

Caseload is the number of cases per worker in a defined time period. A related concept used by programs is to measure “workflow”: how many cases are opened and how many are closed over a defined time period. If more cases are opened than closed then workload is increasing; if more cases are closed than opened, then workload is decreasing. This means that it is important to measure the number of reports accepted and the trend in the percentage of reports accepted at intake.

Managing duration is essential for managing workload. Two metrics are important to monitor because of their influence on case duration: average investigation initiation time and average case documentation time. In general, the faster cases are initiated and documented, the faster they are completed.

Another metric to help monitor duration, particularly at the individual caseworker level, is the pending rate or how many cases are open beyond a defined time period. While it is expected that not all cases will be completed within a given timeframe due to many case factors, especially when partner agencies are involved, monitoring the pending rate will provide insight into the efficiency with which cases are being worked. Review of cases opened beyond a defined time period should alert leadership to any concerns with caseworkers or their assignments and any issues with pending cases that require leadership escalation for assistance. Similarly, monitoring the average length of time since the last activity in a case (last case note), if your case management system can measure this, provides insight into casework efficiency.

Some programs count new workers as partial FTEs for the purpose of calculating caseload. A newly trained worker may not be able to carry a full caseload and should not be counted as a full FTE for calculating caseload. Thus, there are two metrics, one for the caseload calculation based on worker capacity and one for the total number of FTEs.

Certain process outcomes are indicators of the impact workload is having on a program. They should be monitored and used to identify any negative program trends that may be resulting from excessive workload. For example, a decrease in the substantiation rate or in the percentage of clients receiving services may be an indicator of workload stress.

Additional Considerations

This toolkit lays out an idealized set of metrics for managing workload. Many programs are not going to collect all of the data that is proposed in the toolkit. Individual program definitions or ways of collecting data will differ from the definitions used above. As previously noted, the toolkit is intended to be modified for individual program use. APS TARC staff are available to consult with and assist programs as they work through implementation.

It is important that the metrics for workload management be incorporated into program data management tools. This means data systems may need to be modified to collect additional data or data in new ways consistent with the metric definitions. Programs should integrate use of the data — specifically through a dashboard — into their performance data management system.

Finally, successful use of the tool will require a program culture that encourages the constructive and positive use of data for program management before implementing the tool. Care should be taken not to blame and dispirit frontline staff when the data is not encouraging. Program leaders need to understand how to set targets and find other pathways to grow capacity of their staff. Successful workload management is about much more than use of the tool, and users are encouraged to review the entire *APS Workload Report* for a complete set of ideas on how to successfully manage workload.

Successful workload management requires good management of not just performance (use of data) but also policy and practice, process, and people. This tool is focused on performance; readers are encouraged to read the discussion in the *APS Workload Report* to gain insight into how to manage policy and practice, process, and people.

Successful workload management will result in improved outcomes for APS clients and better morale for APS workers.

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