



**STATE OF ARIZONA**  
**OFFICE OF THE**  
**AUDITOR GENERAL**

**DEBRA K. DAVENPORT, CPA**  
AUDITOR GENERAL

**WILLIAM THOMSON**  
DEPUTY AUDITOR GENERAL

May 14, 2008

The Honorable John Nelson, Chair  
Joint Legislative Audit Committee

The Honorable Robert Blendu, Vice Chair  
Joint Legislative Audit Committee

Dear Representative Nelson and Senator Blendu:

Our Office has recently completed a 24-month followup of the Department of Economic Security, Division of Children, Youth and Families, Child Protective Services—On-the-Job Training and Continuing Education regarding the implementation status of the 19 audit recommendations (including sub-parts of the recommendations) presented in the performance audit report released in April 2006 (Auditor General Report No. CPS-0601). As the attached grid indicates:

- All 19 have been implemented.

Unless otherwise directed by the Joint legislative Audit Committee, this concludes our follow-up work on the Department's efforts to implement the recommendations from the April 2006 performance audit.

Sincerely,

Melanie M. Chesney, Director  
Performance Audit Division

MMC:Sjb  
Attachment

cc: Tracy Wareing, Director  
Department of Economic Security

Ken Deibert, Deputy Director  
Department of Economic Security—Division of Children, Youth and Families

**DEPARTMENT OF ECONOMIC SECURITY**  
**Division of Children, Youth and Families**  
**Child Protective Services—On-the-Job Training and Continuing Education**  
**24-Month Follow-Up Report To**  
**Auditor General Report No. CPS-0601**

**FINDING 1: Division needs to do more to ensure all new case managers receive consistent on-the-job training**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Additional Explanation</b>
1. To ensure that staff are informed of training requirements, the Division should implement comprehensive policies regarding case manager training, including ones related to field training.	<b>Implemented at 12 Months</b>	
2. The Division should finalize its field training manual by June 2006.	<b>Implemented at 24 Months</b>	
3. The Division’s finalized field training manual should include, but not be limited to, the following elements:		
a. Overview of the entire new case manager training program.	<b>Implemented at 6 Months</b>	
b. Field training and unit supervisors’ roles and responsibilities.	<b>Implemented at 6 Months</b>	
c. Training requirements and expectations.	<b>Implemented at 24 Months</b>	
d. Shadow forms.	<b>Implemented at 6 Months</b>	

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**FINDING 1: Division needs to do more to ensure all new case managers receive consistent on-the-job training (cont'd)**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Additional Explanation</b>
4. After the detailed requirements and expectations are developed, the Division should review its field training checklist and shadow forms and make any needed corresponding changes.	<b>Implemented at 6 Months</b>	
5. After the field training manual is finalized, the Division should ensure it is consistently implemented by:		
a. Providing the manual to all staff who provide field training, including field training and unit supervisors.	<b>Implemented at 12 Months</b>	
b. Providing formal training to all staff who provide field training, including field training and unit supervisors, on their roles and responsibilities, including implementing the field training manual.	<b>Implemented at 18 Months</b>	

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**FINDING 1: Division needs to do more to ensure all new case managers receive consistent on-the-job training (concl'd)**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Additional Explanation</b>
6. The Division should better monitor field training consistency by:		
a. Enforcing the existing requirement that completed field training documentation, including field training checklists, be submitted to the Training Institute.	<b>Implemented at 18 Months</b>	
b. Developing a process to review whether the checklists have been completed and providing feedback to the field training and unit supervisors on what additional training is necessary to ensure that required topics have been covered.	<b>Implemented at 18 Months</b>	
7. The Division should use the results of the ongoing Arizona State University evaluation of the new case manager training program to identify and implement appropriate training program improvements, including improvements specific to field training.	<b>Implemented at 6 Months</b>	

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**FINDING 2: Division needs to continue efforts to implement continuing education program**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Additional Explanation</b>
1. The Division should establish a timeline for completing its case manager and supervisor continuing education program.	<b>Implemented at 6 Months</b>	
2. The Division should develop a written policy on its continuing education requirements and communicate this policy to its staff.	<b>Implemented at 6 Months</b>	
3. The Division should take steps to ensure that its new continuing education courses are provided throughout the State so that all staff are able to meet the continuing education requirements.	<b>Implemented at 12 Months</b>	
4. The Division should establish requirements on the types of training courses that will qualify as continuing education and establish and implement review procedures to ensure it grants continuing education credit only for courses that meet these requirements.	<b>Implemented at 12 Months</b>	

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**FINDING 2: Division needs to continue efforts to implement continuing education program (concl'd)**

<b>Recommendation</b>	<b>Status of Implementing Recommendation</b>	<b>Additional Explanation</b>
5. To ensure that caseworkers receive the required amount of training, the Division should:		
a. Ensure that training attendance records are entered into CHILDS in a timely manner, and	<b>Implemented at 12 Months</b>	
b. Develop summary reports that will allow Training Institute staff to monitor compliance with continuing education policy requirements.	<b>Implemented at 18 Months</b>	
6. To ensure that its continuing education program is effective, the Division should establish a process for assessing the program and for making adjustments as appropriate.	<b>Implemented at 18 Months</b>	