


CPS PERFORMANCE EVALUATION

Sacramento County Children's Coalition
Child Protective Systems Oversight Committee
Response to MGT Recommendations

March 31, 2009



CPS PERFORMANCE EVALUATION

MGT Recommendation

County to appoint a capacity development manager who will jointly (with the deputy director) develop and direct the change management plan.

Oversight Response

- ❑ Oversight and Countywide Services Agency will jointly assess recommendations, consider method to improve capacity development in CPS, and evaluate contract performance.
- ❑ Contract consulting firm or individual with expertise in change management to guide the existing management team in developing and implementing a systems change.
- ❑ Contract be performance-based and end when all action plan steps are implemented and show sustained, measurable improvement.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The capacity development manager preferably should be someone from outside CPS's system, who has sufficient background and experience working in a number of counties and is familiar with best practices employed within California or other states.

Oversight Response

The Committee concurs with this recommendation and emphasizes that an outside consultant should be contracted to perform the work, versus creating a new County position. The primary skill set sought is change management, union negotiations, and human resources practices.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The capacity development manager should be placed organizationally at a “peer” level with the CPS deputy director (that is, should not report directly to the deputy director, but should work in conjunction with the deputy director and her staff).

Oversight Response

The consultant should be a collaborative partner with the CPS deputy director and report jointly to the Countywide Services Agency.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The deputy director should be responsible for ensuring staff cooperation with the change management plan and capacity development manager and for assisting in implementing the action plan items.

Oversight Response

The Oversight Committee concurs with this recommendation.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The change management plan should include, at a minimum specific action steps, staff responsible for implementing the change, time lines, and performance measures.

Oversight Response

The Committee concurs with this recommendation, and stipulates that the change management plan should include all theme areas identified in this report.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The capacity development manager should report directly and verbally, on a monthly basis, to the County Board.

Oversight Response

The consultant should report directly and verbally, on a monthly basis to the Countywide Services Agency and the Oversight Committee.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The capacity development manager should also provide formal written reports to the County Board every 90 days.

Oversight Response

The consultant and the Oversight Committee should provide a joint written report to the Board of Supervisors quarterly and a presentation evaluating progress every six months.



CPS PERFORMANCE EVALUATION

MGT Recommendation

These reports and the County Board's oversight should continue until CPS has fully implemented all action plan steps and has shown measurable improvement over a specified period (six months to one year) in its performance metrics and child and family outcomes.

Oversight Response

- The reports and the Board oversight of the development and implementation of the change management plan should continue for the duration of the contract and any extensions.
- Action plan steps and measurable improvement in performance metrics should be based on systems change implementation.
- Improved child and family outcomes should be the ultimate measure of success, but not the yardstick by which this contract performance should be measured.



CPS PERFORMANCE EVALUATION

MGT Recommendation

Should the County fail to make measurable improvement or if the capacity development manager is unable to implement recommendations, the County Board should escalate actions and its level of involvement to ensure the County makes sufficient efforts timely.

Oversight Response

Should CPS fail to make measurable improvement based on the consultant's recommendations, the Board of Supervisors should escalate actions and its level of involvement to ensure the County makes sufficient efforts timely.



CPS PERFORMANCE EVALUATION

MGT Recommendation

The County should allocate sufficient resources, both to hire the capacity development manager, as well as to staff a change management team. This team should include a mix of staff with experience in child protection and welfare issues and operations and change management.

Oversight Response

The Oversight Committee concurs with this recommendation.
