

**POLICY I-C: DIVISION'S ORGANIZATIONAL STRUCTURE**

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The Director of DCFS has management and administrative responsibilities for the Division and has an interactive role with the Child Welfare Agency Review Board and the Child Placement Advisory Committee. An Assistant Director supervises each of the following sections: Office of Community Services, Office of Finance and Administrative Support, and Office of Central Operations. In addition, DCFS operates various programs, supervised either by the Division Director or a member of the Executive Staff as outlined below.

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**OFFICE OF COMMUNITY SERVICES**

The Office of Community Services provides administrative leadership and guidance to DCFS staff throughout all 75 Arkansas counties. Counties are grouped into 10 service delivery areas, each with an Area Director. The Assistant Director of the Office of Community Services directly supervises the 10 Area Directors and administers the Interstate Compact for the Placement of Children Unit as well as the Vehicle Safety Unit.

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Each Area is comprised of the following counties:

- AREA I: Benton, Carroll, Madison, Washington
- AREA II: Crawford, Franklin, Johnson, Logan, Scott, Sebastian, Yell
- AREA III: Clark, Garland, Hot Springs, Howard, Montgomery, Perry, Pike, Polk, Saline
- AREA IV: Columbia, Hempstead, Lafayette, Little River, Miller, Nevada, Ouachita, Sevier, Union
- AREA V: Baxter, Boone, Conway, Faulkner, Marion, Newton, Pope, Searcy, Van Buren
- AREA VI: Pulaski
- AREA VII: Bradley, Calhoun, Cleveland, Dallas, Grant, Jefferson, Lincoln, Lonoke, Prairie
- AREA VIII: Clay, Craighead, Fulton, Greene, Izard, Lawrence, Mississippi, Randolph, Sharp
- AREA IX: Cleburne, Crittenden, Cross, Independence, Jackson, Poinsett, Stone, White, Woodruff
- AREA X: Arkansas, Ashley, Chicot, Desha, Drew, Lee, Monroe, Phillips, St. Francis

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Each county is generally comprised of at least one supervisor (FSW County Supervisor/FSW Supervisor) as well as family service workers (FSWs) and support staff. Each position has a job title that has a set of minimum qualifications established by the Department of Finance and Administration, Office of Personnel Management. Positions may then be further defined based on job functions developed by a direct supervisor (e.g., FSW functional roles include but are not limited to investigators, caseworkers, resource workers, and adoption specialists; support staff functional roles include but are not limited to program assistants, transitional youth coordinators, health service workers and clerical staff).

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**OFFICE OF FINANCE AND ADMINISTRATIVE SUPPORT**

The Office of Finance and Administrative Support provides administrative and management support to DCFS through personnel administration, operations, budget monitoring, resource control, and contract administration. The Office of Finance and Administrative Support includes the following units: Personnel, Criminal Records, Central Registry, Contracts, Eligibility, and Financial Management.

**OFFICE OF CENTRAL OPERATIONS**

The Central Operations section is responsible for the smooth and timely functioning of the operational facets of the Division. It consists of the Eligibility Unit following units: Information Technology, Vehicle Safety Program, Criminal Records, Central Registry, and Child Protective Services.

**PROGRAMS**

DCFS operates the following programs which provide support for the state's network of children and family services as well as short- and long-term planning and policy development: Prevention and Support, Child Protective Services, Specialized Placement, Policy, Professional Development, Foster Care, Transitional Youth

Services, Specialized Placement- Mental Health Services, Adoption, Planning, Policy, Professional Development, Transitional Youth Services, and Mental Health Services.

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**CONTINUOUS QUALITY IMPROVEMENT**

In an effort to determine the effectiveness of programs in improving outcomes for children and families, the DCFS Director also oversees a two-prong continuous quality improvement endeavor through the Quality Assurance Unit and the Service Quality and Practice Improvement Unit. Both of these units are operated via contracts.

The Quality Assurance (QA) Unit compiles, analyzes, and reviews data of several reports as well as measures the outcomes each area achieves for its service population. Reports include but are not limited to the Supervisory Review Tool, Compliance Outcome Report, Contract Monitoring, Annual Report Card, and Meta-Analysis. The QA Unit focuses on safety, permanency, and well-being outcomes while also placing an emphasis on the personnel, contractual and foster care resources available to achieve these outcomes.

The Service Quality and Practice Improvement Unit conducts Quality Services Peer Reviews (QSPR). The QSPR is a monitoring tool used to evaluate the quality of the child welfare system in Arkansas. It is modeled after the federal Child and Family Services Review (CFSR) tool and, as such, also focuses on safety, permanency, and well-being outcomes for children and families.

The Service Quality and Practice Improvement Unit employs an annual two-pronged process for conducting QSPRs in each service area. The first part of the review process involves formal case reviews including evaluations of the Children's Reporting Information System (CHRIS) records and physical case files as well as interviews with individuals pertinent to the cases. Following each review, a report is generated to convey the results and identify successes as well as areas needing improvement. During the second portion of the review process, members of the Service Quality and Practice Improvement Unit provide coaching to caseworkers and supervisors in order to not only ensure compliance with all federal and state regulations, but also to help staff employ best practices in accordance with the Arkansas Practice Model.

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In addition to the sections described above, DCFS is comprised of the following program areas, supervised either by the Division Director or a member of the Executive Staff: Prevention Support and Substance Abuse, Specialized Placement, Policy, Professional Development, Foster Care, Adoptions, Planning, and Mental Health. Together, these units are responsible for the provision of administrative and programmatic support for the state's network of children and family services as well as short- and long-term planning and policy development.

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