

2008 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 08-S-23GA

Please provide the following information, adding space as necessary:

State: Georgia

Assign Program Category (applicant): Health and Human Services (Use list at end of application)

1. Program Name Human Resources
2. Administering Agency Department of Human Resources
3. Contact Person (Name and Title) Rosa Waymon, HR Director
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9. Please provide a two-sentence description of the program. The Department of Family and Children Services complained that they were unable to recruit caseworkers, especially in metro Atlanta.

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 1, 2008 to be considered. February, 2005

11. Why was the program created? What problem[s] or issue[s] was it designed to address? The Centralized hiring process was created to recruit case managers in a timely manner and free up programmatic staff to focus on their assigned duties.

Describe the specific activities and operations of the program in chronological order. The implementation of the DFCS Centralized Hiring Process was accomplished in a remarkably short period of time, from December, 2004 to February, 2005. Representatives from Metro Atlanta Counties were now partnering with OHRMD to hire more efficiently and select quality candidates. They accomplished this by allowing OHRMD to screen all applicants for metro Atlanta. If the applicant was deemed a quality candidate, a face-to-face interview was scheduled on the spot and all required paperwork was completed online. On the day of the interview, representatives from four counties would attend and participate in the assessment of the candidate and, if appropriate, making an offer on the spot. If the candidate accepted the position, a background check was done before they departed the building. The official offer letter followed with a start date for training

Why is the program a new and creative approach or method?

Previously, hiring was decentralized to county offices and was characterized by long delays, unnecessary steps and paperwork. In essence, we were making it hard for applicants to come to work for DFCS, yet we were in crisis. Caseloads were at an all time high, children were dying or seriously neglected. Despite these problems, a culture was in place that did not support the business need for more and better caseworkers. The focus was on the step-by-step process of hiring instead of the efficiency and quality of those hired.

12. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.) There were no start-up costs since central human resources had staff in place assigned to this function.

13. What are the program's annual operational costs? Cost for Recruiting Unit staff and two programmatic from the metro area each week at start-up and now once a month.

14. How is the program funded? Regular administrative operational budget

15. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number. No

16. What equipment, technology and software are used to operate and administer this program? Basic excel programs for tracking.

17. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address. Yes

18. Are you aware of similar programs in other states? If YES, which ones and how does this program differ? No

19. Has the program been fully implemented? If NO, what actions remain to be taken? Yes

20. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

. The process is streamlined to minimize delay. The county offices are saved significant amounts of time by not having to perform their own recruitment and selection of case managers. By November 2005, five hundred (500) case managers had been hired. The benefits of this process are profound, and the process has been rolled out to the rest of the 149 counties in DHR.

21. How has the program grown and/or changed since its inception? The concept has been so successful that we have no openings in metro Atlanta and all Department of Family and Children Services Regions use the process as needed. We realize that turnover is a reality of this work, therefore, we over hire as needed to ensure that we have trained staff just in time. This attrition also does not negatively impact the budget.

22. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program? The only hurdle that we had to get over was to persuade counties to participate. Once they saw the success of the program, they were asking to participate.