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MEMORANDUM

TO: Joint Standing Committee on Government Oversight
FROM: Maine Department of Health and Human Services
DATE: May 17, 2022
RE: Responses to Questions from Government Oversight Committee

Below are responses to questions received by the Department of Health and Human Services from the Government Oversight Committee on May 12, 2022. The bolded text is verbatim from the letter to DHHS from GOC.

Community Partner Engagement

1. What has OCFS done to engage or partner with law enforcement?

- This is addressed in the Office of Child and Family Service's (OCFS) response to the [OPEGA Final Report on Child Protective Services Investigations](#) (see page 72).
 - a. With health care providers?**
 - This is addressed in OCFS' response to the [OPEGA Final Report on Child Protective Services Investigations](#) (see page 72).
 - b. With schools?**
 - OCFS staff have productive working relationships with the schools in the communities they serve.
 - OCFS recently implemented an [online portal](#) for mandated reporting that has, in many cases, streamlined the process of making a report. This was made possible due to a legislative change proposed by OCFS in 2021.
 - c. With childcare providers?**
 - OCFS oversees both child care licensing and the Child Care Subsidy Program and as a part of that work interacts regularly with providers. Staff in both of these areas have the opportunity to bring concerns forward to child welfare whenever an issue arises.
 - OCFS also provides specialized mandated reporter training to child care staff. More information is available on our [website](#).
 - d. With other mandated reporters?**
 - Multiple mandated reporters are a part of the Citizen Review Panels, including the Maine Child Welfare Advisory Panel (MCWAP) and the Child Death and Serious Injury Review Panel (CDSIRP). These members provide invaluable feedback to OCFS about the perspective of medical providers, substance use treatment providers, mental health providers, law enforcement, etc.

- 2. What plans does OCFS have to improve relationships with these community institutions and to enhance communication?**
 - OCFS staff have productive working relationships with providers within the communities they serve. As an organization, OCFS is continuing to collaborate on system improvement efforts with the Maine Child Welfare Advocacy Network, the Child Welfare Ombudsman, Adoptive and Foster Families of Maine, and other organizations and groups of providers. OCFS staff are continuing efforts in the workgroups with providers and participate in all Citizen Review Panel groups (MCWAP, CDSIRP, Justice for Children Task Force).
 - OCFS would also note that in the first five months of 2022 OCFS has fielded over 200 constituent inquiries from families, mandated reporters, providers, etc. Each inquiry is assigned to the appropriate staff person for follow-up. This allows OCFS to hear about issues from individuals and work collaboratively to respond to their question or concern.
- 3. How is OCFS working to improve information sharing among the above community institutions to ensure that concerning behavior is brought to CPS's attention early?**
 - The [online portal](#) for reports of suspected abuse and/or neglect has been well received by providers and streamlines the process of making reports to the Department in many cases.
 - OCFS provides [mandated reporter training](#) for individuals and groups.
- 4. What can the Legislature do to assist in ensuring that this communication can occur in a time effective manner?**
 - OCFS is continuing to work with providers to identify barriers and, should any statutory changes be necessary, OCFS will put forth a bill in the next session.

Outcomes

- 5. How is OCFS working to improve outcomes for children and families?**
 - Information on OCFS' system improvement initiatives, including implementation, is available in our [Child Welfare Annual Report](#).
- 6. What is OCFS doing to improve internal systems to ensure that children are not being lost in the system or swept up in overwhelming caseloads?**
 - Workload does not dictate the efforts required of child welfare staff to ensure the safety and well-being of children and families. Staff are guided in their work by policies which are intended to assist them in assessing and analyzing child safety.
 - In early 2022, OCFS transitioned from the Maine Automated Child Welfare Information System (MACWIS), which was over 20 years old, to a new Comprehensive Child Welfare Information System, known as Katahdin. More information about Katahdin is available in the [Child Welfare Annual Report](#).

7. What is OCFS doing to improve information sharing to make sure that caseworkers have all of the information that they need to ensure that children are safe and cared for?

- OCFS provided [guidance](#) to behavioral health providers earlier this year. This was shared with the Committee in April.
 - While OCFS is working to improve communication with providers, the information available to OCFS staff (particularly at the investigation phase) is highly dependent on the willingness of parents to participate in the investigation process and provide releases for child welfare staff to speak with providers. This was one of the Common Misconceptions outlined by OPEGA in their [Final Report on Child Protective Services Investigations](#).
 - The supplemental budget included an initiative to hire parents to develop a parent mentorship program to work with families to encourage parents to constructively engage with the Department. This was one of the Common Misconceptions outlined by OPEGA in their [Final Report on Child Protective Services Investigations](#).
- a. To ensure that caseworkers have the data necessary to decide whether reunification or foster placement is best for the child?**
- o OCFS staff do not unilaterally decide whether to remove a child from parental custody (as outlined in the Common Misconceptions section of the OPEGA [Final Report on Child Protective Services Investigations](#)), this requires a Court order. The same is true for decisions regarding reunification. Their recommendations are taken into consideration by supervisors and the court system. The implementation of the new child welfare information system, increase in access to background check information, and improvements in information sharing with other organizations and individuals are designed to provide such data.
- b. What factors are most relevant to making a determination of reunification or foster placement?**
- o OCFS has several policies on removal and reunification, including “Child Protection Investigation Policy”, “Petitioning for a Child Protection Order”, “Concurrent Planning”, “Trial Home Placements”, and “Determination of need to Commence or Discontinue Reunification.” OCFS policies are publicly available on the [OCFS website](#).
- c. Is there data that OCFS can provide to GOC regarding how these decisions are made and where children are placed and how those decisions impact child wellbeing?**
- o Data on placement location is available in our [Child Welfare Annual Report](#)
 - o OCFS seeks to place children in state custody with relatives whenever possible and does so at a rate higher than the national average. Literature on child placement and its relationship to outcomes can be found on the U.S. Children’s Bureau [website](#).

8. An examination of the Child Fatalities list shows that most had past referrals for mental health and/or substance use services. How was it determined that the services were successful and therefore those children were returned to a safe home? Will there be any changes to how it is determined that a home is safe?

- It is critical to note that children who were previously in state custody are a very small minority of the children reflected in the child fatality data. In many cases, a family's history may predate the birth of a child or only involved investigations from several years in the past.
- OCFS staff regularly partner with providers working with a family to assess the progress of parents in services meant to increase the safety of their children and allow those children to remain in their care (which is the case in an investigation) or return to their care (which is the situation in a service case).
- OCFS utilizes SDM tools to assist in assessing risk, both in investigations and cases.
- In a custody case, OCFS does not have the authority to return custody of the children to the parents, that is a decision made by the courts.
- OCFS continues to partner with providers to find opportunities to improve communication and information sharing, where appropriate and allowed by confidentiality requirements, both amongst providers and between providers and the Department.
- This month, all child welfare staff will participate in a new training entitled "Working with Families with Substance Use Disorders", which covers the impact of substance use and related disorders/addiction on family relationships and interventions, as well as identifying strategies child welfare staff can use with these families.

Internal Processes, Review and Oversight

9. A working group was assembled to problem solve the issue that caseworkers have in getting medical records that are relevant to the cases that they are working. Is there an update on the status of this project?

- OCFS provided a [guidance document](#) to behavioral health providers and the Committee earlier this year and continues to work with providers on additional avenues to ensure effective communication and collaboration.
- The working group is also focused on working on information sharing between the medical profession and law enforcement as it relates to these cases.

10. What has been implemented from the recommendations from Casey Family Services?

- All recommendations from the Casey Family Services/Collaborative Safety Review are either in process or have been implemented.
 - a. Specifically, have new Safety Science hires been made?**
 - o Yes, OCFS has hired two full-time and one part-time Safety Science Analysts. This information is available on page 3 of the OCFS [organizational chart](#)
 - b. If so, what has been their impact so far?**
 - o These staff have worked closely with Collaborative Safety to develop Maine's system for case reviews. With that work completed, they have started conducting monthly reviews of all child fatalities and serious injuries,

convened multi-disciplinary team (MDT) meetings which include the Child Welfare Ombudsman and Dr. Amanda Brownell (Child Abuse Pediatrician) as well as other OCFS staff and conducted the first several in-depth reviews of selected cases for further analysis by the MDT. An assessment of its impact has not yet been conducted.

11. How is OCFS going to fix the communication between the caseworker, the caseworker's supervisor, the supervisor of the supervisor, and all the way up through till you get to Dr. Landry and Commissioner Lambrew?

- OCFS leadership has conducted town hall calls with staff on a regular basis since Dr. Landry joined in the Department in 2019. Before the pandemic these were held in-person and since the spring of 2020 they have been held virtually. During these meeting staff have the opportunity to hear updates directly from Dr. Landry, Associate Director Johnson, and others, as well as having the chance to ask questions and receive answers. Commissioner Lambrew has joined some of these town halls in all Districts. OCFS staff also have access to a virtual suggestion box where submissions go directly to OCFS leadership.
- Within the Districts, office leadership works to foster relationships with staff at all levels and welcome feedback from staff.
- Managers and leadership from all program areas, including the District Offices, CBHS, child care, etc., meet at least quarterly and managers often provide feedback from their staff in these forums.
- Child Welfare convenes meetings monthly with representatives from the Caseworker Advisory Team and the Supervisory Advisory Team. Members represent all district offices and Child Protective Intake.

12. As OPEGA's reports from 2022 and 2018 highlight, there are serious deficiencies in caseworker supervisor oversight. What is OCFS doing to improve oversight of caseworker supervisors?

- OCFS discussed efforts to provide additional support to supervisors in our annual [Workload Report](#). OPEGA also discussed these efforts in the [Final Report on Child Protective Services Investigations](#).
- These efforts include work with Muskie under the Cooperative Agreement to develop a supervision framework that includes an updated Supervisor Academy training curriculum and additional guidance for supervisors meant to support their work as they navigate policy and practice expectations for themselves and the caseworkers they supervise. The supervision framework will also include core supervisory competencies, a supervision policy, and a toolkit with resources for supervisors. Work on this is expected to be completed in 2022.

13. What has OCFS done to ensure that caseworkers are protected when raising concerns about supervisors overriding concerns about child safety?

- When caseworkers have concerns, leadership both within their District and at the central office level are eager to hear about them and address them as needed. At the same time, we recognize that different individuals have different comfort levels when it comes to risks related to child safety. That is why OCFS emphasizes the use of the

SDM tools and adherence to policy to ensure that decisions are being made in a consistent manner.

- Many of the decisions made that have the greatest impact on child safety, including removal of a child and reunification, are not made unilaterally. The courts make the final decisions regarding both removal and reunification as outlined in the Common Misconceptions section of the OPEGA report on Child Protective Services Investigations.
- OCFS staff who do have concerns can bring those to leadership at the district or central office level for follow-up. OCFS does not retaliate against any staff who brings forth a concern and any staff who believes retaliation has occurred has the opportunity to address the issue through human resources and their union.
 - a. How is OCFS improving or developing further protections?**
 - OCFS will continue its implementation of town hall calls and in-person meetings to facilitate open dialogue and sharing of information. OCFS is committed to continuing its practice of supporting and encouraging open dialogue with staff.

14. How often does OCFS evaluate the screening questions used by caseworkers?

- Decisions related to the evaluation of the SDM Tools, and questions are made in collaboration with the tool developer, Evident Change. OCFS has a contract with Evident Change for ongoing support and technical assistance.
 - a. How often are changes made to those screening questions?**
 - The development of the SDM tools includes a rigorous inter-rater reliability testing and validation process prior to implementation of the tools. Quality Assurance staff and supervisors were trained by Evident Change to conduct reviews related to the fidelity of the tools on an ongoing basis.
 - In 2021, updates were made to the Child Protection Intake Screening Tool, which was the first tool implemented in 2017, based on feedback from staff in that program.
 - b. Does OCFS engage in outside evaluation of the questions?**
 - Evaluation of these tools is done in collaboration with Evident Change and through quality assurance processes. The SDM Model is an evidence- and research-based system utilized by child protection agencies internationally.

15. How does OCFS engage with families, foster parents, and mandated reporters to get feedback on the CPS process?

- Maine's Citizen Review Panels include individuals who represent each of these groups. These panel members provide invaluable feedback on the child welfare system. OCFS recently partnered with the Maine Child Welfare Advisory Panel to conduct a series of listening sessions with fathers who have been involved in the child welfare system.
- OCFS meets with an advisory group of foster, adoptive, and kinship resource parents, as well as collaborating with Adoptive and Foster Families of Maine (AFFM) which provides support to resource parents under a contract with the Department.
- In collaboration with AFFM, OCFS leadership convenes quarterly town hall calls with resource parents to share information, respond to questions, and elicit feedback.

- Multiple mandated reporters are a part of the Citizen Review Panels, including the Maine Child Welfare Advisory Panel and the Child Death and Serious Injury Review panel. These members provide invaluable feedback to OCFS about the perspective of medical providers, substance use treatment providers, mental health providers, law enforcement, etc.
- OCFS would also note that in the first five months of 2022 OCFS has fielded over 200 constituent inquiries from families, mandated reporters, providers, etc. Each inquiry is assigned to the appropriate staff person and followed-up on to completion. This allows OCFS to hear about issues from individuals and work collaboratively to respond to their question or concern.
 - a. What is OCFS doing to ensure that candid feedback is received without fear of retaliation?**
 - OCFS welcomes feedback from individuals and providers as we continue to work towards goals for system improvement.
 - When individuals come forward with concerns that involve child safety issues OCFS is statutorily required to intervene and ensure the safety of children.
 - OCFS welcomes feedback and it is important to remember that information presented publicly by individuals involved in the child welfare system reflect their personal experiences and opinions. In many instances there is additional information and background surrounding their experience or the case that OCFS is unable to present due to confidentiality laws and OCFS' responsibility to respect the privacy of those individuals involved.
 - b. How is OCFS working to improve these feedback processes?**
 - OCFS has been receptive to feedback provided by members of the Citizen Review Panels. An example is the listening sessions with fathers that were proposed by MCWAP which Associate Director Johnson is participating in to hear directly from fathers.

16. How does OCFS gather feedback from caseworkers about issues with the CPS structure or with supervisors?

- See response to question 13, above.
 - a. What is OCFS doing to ensure that caseworkers can raise concerns about supervisors without fear of retaliation?**
 - See response to question 13, above.
 - b. How is OCFS working to improve systems for caseworkers to raise such issues?**
 - See response to question 13, above.

17. When caseworkers go outside the office to report to the Ombudsman's Office, it seems that they frequently experience retaliation both internally and in the larger professional community. What is OCFS doing to end this culture of retribution and encourage transparency when cases are not being adequately followed up on?

- OCFS works closely with the Child Welfare Ombudsman, including regular meetings, leadership reviews of each case-specific report produced by the Ombudsman, etc. OCFS does not track whether a staff person has brought complaints to the Ombudsman or her office. In the past, there have been circumstances where the

Ombudsman has uncovered what is believed to be concerning activities or actions in an investigation or case (for example, documentation in the record that monthly visits with the resource parent occurred, but the resource parent has told the Ombudsman that they have not). In that type of situation, the Ombudsman brings those concerns to the Associate Director of Child Welfare Services for appropriate personnel follow-up.

a. Would OCFS benefit from having hybrid of an HR and a whistleblower position separate from the supervisory structure to manage internal reviews and concerns regarding oversight of potential evidence of child abuse or concerns about supervisor management and behavior?

- OCFS has made an internal virtual suggestion box available to staff. Information submitted via the suggestion box goes automatically to OCFS leadership and is followed-up on as appropriate based on the concerns outlined in the submission.
- OCFS is required to follow the terms of union contracts and state HR statutes, policies, and procedures.
- Notably, while OPEGA conducted staff surveys for its report on Child Protective Services Investigations, the Final Report on this topic did not include any recommendations related to increasing whistleblower protection for OCFS staff.

b. What about a liaison to receive information from mandated reporters/foster parents/community members regarding concerns that CPS is not properly following up on evidence of mistreatment?

- OCFS believes this already exists in multiple formats. Individuals who have concerns can contact OCFS via constituent affairs (in the first 5 months of 2022 OCFS received and responded to over 200 constituent inquiries). Community members, including staff from organizations who support foster parents and representatives of multiple professions who serve as mandated reporters are members of the Citizen Review Panels and provide feedback to OCFS. OCFS also meets regularly with representatives from the Maine Child Welfare Action Network. In addition, OCFS oversees children's behavioral health services and child care licensing and subsidy and can receive feedback from providers through that work that is then relayed to child welfare leadership.

18. What is OCFS doing to address the changes recommended by the Ombudsman's Office and state oversight panels?

- OCFS responded to the Ombudsman's annual report and how the Department is addressing their concerns [in a memo provided to the Committee](#). For example, OCFS has implemented the Safety Science model in child welfare, which was a recommendation made by the Ombudsman in her annual report.
- The [2021 Child Welfare Annual Report](#) also includes information about how the Department is addressing concerns identified by the Ombudsman, Department staff, and other stakeholders.

19. What is OCFS doing to build on its existing Quality Assurance system to identify practice concerns in a timely manner and create opportunities for feedback, mentoring, and training?

- OCFS has implemented additional Quality Improvement activities as part of an extension of the Program Improvement Plan that was granted to states due to the COVID pandemic. This includes a review of a random sample of case through the Child and Family Services Review process or conducted by the Child Welfare Program Specialists. The reviews are focused on the completion of key child welfare practices, such as family team meetings, the development of Rehabilitation and Reunification Plans, and monthly caseworker contacts with children and parents/caregivers. Feedback is provided to the caseworker, supervisor and leadership and a plan for any follow-up activities is developed and tracked to completion.
- OCFS has also implemented the Maine Safety Science Model. The OCFS Safety Science Team is comprised of 2.5 Safety Analysts and their supervisor. The Safety Science Analysts complete a technical review of all reports received by OCFS that have allegations of abuse or neglect and include a report of a child fatality, serious injury and near fatality and ingestion. Reports in which there is a child fatality or near fatality and there is child welfare history within the most recent three years are presented to the Maine Safety Science Multidisciplinary Team (MDT), which includes the Child Welfare Ombudsman and Dr. Amanda Brownell (Child Abuse Pediatrician) as well as OCFS staff. The MDT then selects cases meeting that criteria to undergo a full systems review. Based on technical review and MDT discussion, the Safety Science Analysts develop learning points, conduct human factors debriefings with people who were involved in decision making, and then facilitate a system mapping with stakeholders, including the Child Welfare Ombudsman.

20. What data can OCFS provide on the tool conclusions that are overridden by supervisors (from assessment to closing)?

- In calendar year 2021, OCFS Intake staff completed 29,443 screenings with the tool. Of these, 1,114 (3.6%) had an override. Of the overridden decisions, 208 were to override an initial decision to screen-in the report, causing those reports to be screened out. 906 of the overrides were to override the initial decision from a screened-out report, and instead assign the report for investigation. OCFS falls within the range for overrides expected by Evident Change, the developers of the model, who recognize that a tool cannot account for all circumstances.
- Recent questions about the SDM tools have prompted OCFS to work with Evident Change to implement the data extracts necessary to track overrides on other SDM tools.

21. How was the 35 day limit for investigations determined and why does the "clock" not start over when there is new information to investigate?

- The 35-day timeframe for investigations and the procedures surrounding it are outlined in OCFS' Child Protection Investigation Policy
- As described in OCFS' [Child Welfare Annual Report](#) and [OCFS' response to OPEGA's Final Report on Child Protective Investigations](#), OCFS has convened a workgroup of staff, university and national partners to research national best practices

related to investigation timeframes and analyze the activities required during an investigation. The workgroup is formulating recommendations for consideration.

Recurrent Issues

22. What tangible steps can be taken, by the Legislature, the Government Oversight Committee or OCFS, to address to issues with high caseloads, inadequate training and high turnover rates?

- OCFS is exploring additional recruitment and retention strategies to address issues related to turnover, which result in higher caseloads for staff.
- In addition, OCFS, in partnership with USM, has revised the training curriculum for new caseworkers and expanded training opportunities for experienced staff. A primer on the [Foundations Training curriculum](#) was provided to the Committee last month.
- The Department appreciates the Legislature's support for additional staff lines to adequately resource the child welfare program.

High Caseloads

23. How are caseloads assigned?

- Supervisors are responsible for assigning workload within their units. These decisions are often based on factors such as caseloads, geography, and other case demographic information, as well as the experience of the caseworker.

24. What workload metrics can be provided to the GOC each month to track workloads?

- The [2021 Child Welfare Caseload and Workload Report](#) is updated annually. The Department provides periodic reports as requested, although supports the current statutory interval of an annual report given the fluctuations within a year. The report's workload analytic tool was developed with the assistance of the Public Consulting Group and includes an array of metrics that experts consider the most useful for policy and oversight.

25. What consideration is given to the content of cases when distributing them among caseworkers?

- See response to question 23, above.

26. What can OCFS do to improve hiring practices and recruitment? What can OCFS do to increase its reach in recruitment initiatives?

- OCFS detailed new and existing recruitment strategies to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).

Inadequate Training

27. Where is OCFS in the implementation of its new training program for caseworkers?

- OCFS provided the Committee with a [detailed summary of the redesigned curriculum](#) in April. The second cohort to be trained under this redesigned program is now underway. As discussed with the Committee, feedback from new hires, training staff, and others continues to be incorporated into the program.

28. Does training include methods for managing high caseloads?

- The [Foundations Training](#) includes strategies for managing child welfare workload, this includes tips from a panel of experience caseworkers and information on self-care and how to access clinical support services.

29. How does OCFS solicit feedback from caseworkers on the training provided? When is feedback solicited?

- As discussed with the Committee in April, OCFS solicits feedback from caseworkers during and after the training and is working to incorporate that feedback where appropriate to continually improve the program. In addition to evaluating the full Foundations training curriculum, participants are also asked to rate individual training presentations.

30. How does OCFS assess caseworker performance, workplace comfort and support systems at 3 months, 6 months, 12 months after training?

- The evaluation of caseworker performance is an ongoing process achieved through supervision, observations of fieldwork, 3-month and 12-month performance evaluations, and quality assurance reviews. In addition, leadership and clinical support services offer opportunities through new worker support groups and office-wide trainings and convenings for additional mentoring and support related to the impact of the work of child welfare.

31. Has OCFS considered partnering with education systems in the state to create educational programs for students considering a career in CPS to provide training during college?

- Yes, OCFS has implemented a Field Instruction Program as outlined in the [Child Welfare 2021 Annual Report](#).

32. Does OCFS feel that the fieldwork component of the training is sufficient?

- Yes, in collaboration with USM, OCFS has developed a Field Guide for new caseworkers, casework mentors and supervisors to guide the field instruction process.
 - a. Has another model ever been considered that would partner new caseworkers with supervisors in the way that other professions have apprenticeships before new members of the profession practice independently?**
 - o See response to question 31, above.

High Turnover Rates

33. Does OCFS conduct exit interviews with caseworkers when they leave their positions?

- Exit interviews are offered to everyone who leaves (provided the OCFS Recruitment and Retention Specialist is aware of the departure). Departing staff are offered the option of an exit interview or exit survey, some pick one or the other and some choose to do both. The same questions are asked of each person and feedback gathered is provided to child welfare leadership including Director Landry, Associate Director Johnson, and the leadership for the district the individual worked in.

a. What are the most frequent reasons for such exits?

- o Afterhours/weekend coverage expectations and overtime requirements
- o Workload/work expectations and timeframes

34. How is feedback from caseworkers who leave their positions incorporated into CPS practices to ensure that conditions improve for future employees to increase retention rates?

- Information learned from exit interviews is reviewed by district and central office leadership and informs policy, practice and staff recruitment and retention initiatives.

35. What is the current turnover rate?

- OCFS provided vacancy and turnover data to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).

36. Staffing has been an issue since 2017. Regardless of administration shifts, the agency remains highly susceptible to lack of workforce. Are there any ongoing long-term initiatives to address this?

- As conveyed in the April 13, 2022 meeting, staffing has not always been the acute challenge it is today. The vacancy rate was 2.7 percent in February 2021, for example. There were 51 more caseworkers in February 2022 than February 2018, or 16 percent more, even with a relatively high vacancy rate this year – which is common across service sectors given the pandemic.
- OCFS detailed new and existing recruitment strategies to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).

Hiring

37. How many open positions are there currently?

- OCFS provided vacancy and turnover data to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).

38. What considerations are being given to new approaches to finding employees? For instance, should standards be changed to ease onboarding?

- OCFS detailed new and existing recruitment strategies to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).

- Information about vacancies is also available in the [annual workload and caseload report](#) published earlier this year.

39. What are the requirements to become a caseworker in OCFS and how were those standards determined?

- OCFS provided information on qualifications for caseworkers and additional hiring process background to the Government Oversight Committee in response to questions with a [memo on April 13, 2022](#).