GUARDIANSHIP PROGRAM

**Work Measurement Study for the Period
July 2006 - December 2006**

**Final Report
June 2007**

Prepared by:

**Performance & Workload
Measurement Unit**

**Office of Budget & Data
Management Services**

ACKNOWLEDGMENTS

Region 01/10	Gustavo Chavez Rosemary Foster Vicki Jones Samantha Webster Henry Wagner Jr.	Region 04	Janet Brock Traci Delaney Diana Pritchard Sharon Savage Scott Womack Robert Best	Region 08	La-nett Belasco Jackie Del Fierro Michele Gaylor Sarah Hassinger Olga Levario Susie Thoman Linda Vivenza
Region 02	Leslie Brannon Johnnie Davis Debra King Teresa Reynolds Joana Agerton	Region 05	Gloria Ahart Katie Bowers Dena Debreaux Luci Sheppard Annie Bell	Region 09	Pamela Arthur Stori Binggeli David Brooks Janice Hyden Tracey Oliver
Region 03	Sharon Booth Deborah Marak Paula Perkins Tina Roth Gwendolyn Strong Ronald Turpin Jeri Wood Sharon Washington Carolyn Woolen-Johnson Dominica Ihegboro	Region 06	Melissa Alejandro Sevie Dean Mollie Graybill Mayra Morris Tyesheia Mosley Elizabeth Zapata Jana Garrett	Region 11	Sulema De La Cerda Elva Jones-West Janie Leal Frank Lopez Norma Cavazos
		Region 07	Jerry Bell Daniel Berezin Steve Long Jessica White		

TABLE OF CONTENTS

ILLUSTRATIONS

Figures

Tables

[This page is intentionally blank.]

GUARDIANSHIP PROGRAM

Work Measurement Study
Final Report

BACKGROUND

At the request of DADS Associate Commissioner Access and Intake, Gary Jessee, and DADS Chief Financial Officer, Gordon Taylor, this work measurement study (WMS) of Guardianship Supervisors and Specialists was conducted by the Performance and Workload Measurement (PWM) unit.

The WMS provides statistically reliable information regarding the percentage of time spent by Guardianship Supervisors and Specialists on identified guardianship related activities.

Additionally, study results provide Guardianship program management information for evaluating the impact of program and policy changes and analytical tools for use by budget staff in the development of the Legislative Appropriations Request.

STUDY DESIGN

Methodology

To develop Guardianship program standard times and percentages of time with a high degree of statistical reliability, PWM employed a simple random sampling methodology to conduct a Random Moment Time Study (RMTS) using Personal Digital Assistants (PDA's) for data collection.

A RMTS is a federally recognized statistical sampling technique where participants record work activities from defined selections at random moments during a study period.

Sampling occurred in two stages:

1) random start dates were assigned to each participant to begin recording work activities, and,
2) random time samples emitted by the PDA's were collected by participants to record activities.

Participation

The six (6) month study period began July 1, 2006 and ended December 31, 2006.

All Guardianship Supervisors and Specialists were required to participate in the WMS. The resulting Guardianship study population consisted of fifty-seven (57) full time employee (FTE) positions, with seven (7) FTE's vacant at the start of the WMS.

Guardianship Supervisors were not expected to maintain ongoing case loads but included in the WMS data gathering process because supervisors occasionally must maintain or manage a case load due to vacancies. Additionally, program management desired data regarding certain supervisory activities.

A total of fifty-three (53) employees completed the study consisting of nine (9) Supervisors and forty-four (44) Specialists. All participants took part in the study until collecting at least 240 time samples (average time 107 hours).

One participant retired from the agency before completing the study and a clerical error precluded another from reaching the goal of 240. The remaining available population did not complete the study due to vacant FTE's and/or hire dates precluding participation.

- Appendix A provides a summary of basic study participation statistics.
- Appendix B provides a summary of Supervisory results.

Data Collection

Participants were provided an interactive PDA Orientation PowerPoint presentation prior to the start of their WMS training to familiarize them with basic WMS data collection. PWM analysts then conducted one-on-one telephone training to participants explaining the purpose of the WMS and the use of the PDA for collecting, entering, and submitting collected study data. Basic identification and work information for each participant was confirmed during the training session.

The PDA study instrument for data collection incorporated a three-level menu-driven decision tree, with each code level selection determining the following level menu choices. From a Guardianship work profile submitted by program staff, the code level menu selections consisted of the following:

- **Level 1** – identified the broadest category of work involving Referral, Guardianship, General Program Related, or Non Work activities.
- **Level 2** – divided each Level 1 category into a sub-group of related activities corresponding to the Level 1 selection. There were twelve (12) possible Level 2 selections.
- **Level 3** – divided each Level 2 selection into a sub-group identifying the specific activity in which the participant was engaged at the time of the signal. There were fifty-one (51) possible Level 3 activity selections.[1]

The PDA emitted random signals at an average of 2.5 times per hour and study participants recorded the corresponding code Level 1, Level 2, and Level 3 activity they were performing at the moment of the signal. Lunch, leave, travel, and court times were entered into the PDA using special manual procedures.

Participants collected time samples whenever working, including work occurring outside normal assigned hours. Participants were required to submit collected data at least once per week via the PDA "hot-sync" method electronically transmitting their data to the PWM server.

Figure 1 summarizes the PDA decision-tree in the following flowchart:
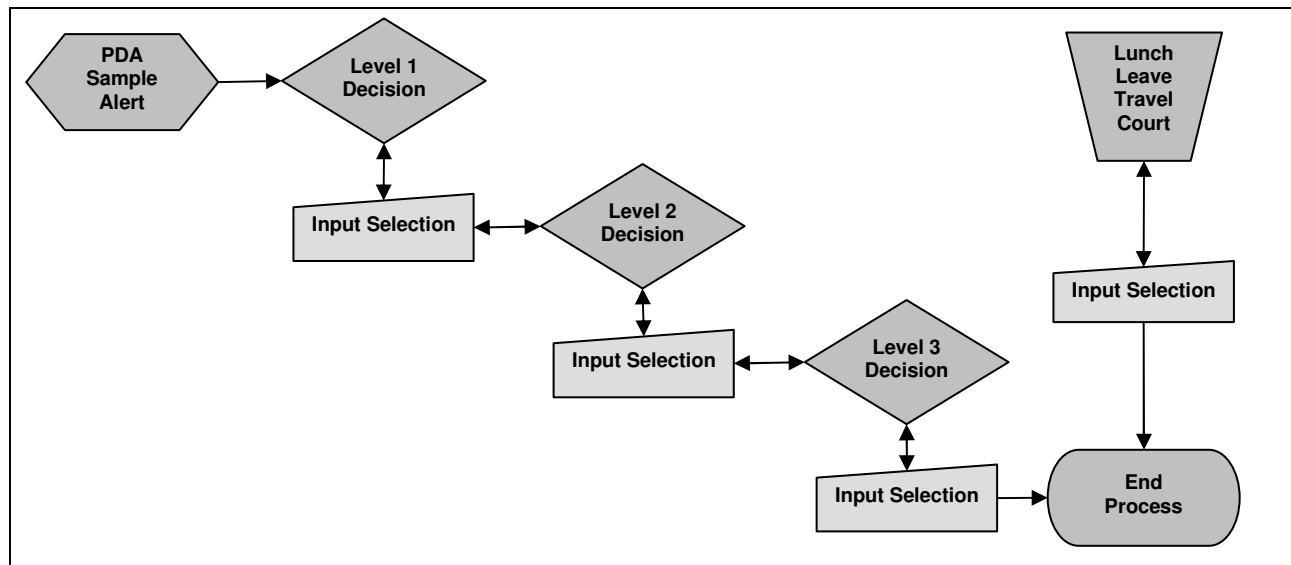
Figure 1: WMS Study Instrument Decision Tree

- Appendix C provides a copy of the PDA Orientation PowerPoint presentation.
- Appendix D provides a copy of the Guardianship Study Code Levels and Definitions.
- Appendix E provides a copy of the Guardianship Study Instruction Booklet.

---

[1] For the report, "Working On Study" time samples are excluded, leaving fifty (50) Level 3 activities used for calculations.

Confidence Intervals

The confidence interval is a mathematical description of the estimated range of values in which collected results are expected to fall. The degree of confidence, or confidence level, is an index of certainty that the probability of that expected range is true. The amount of information collected can influence the confidence level and the estimated range of the confidence interval, for example, the more information collected, the more confident that results will be within a given interval.

Guardianship Specialists collected 10,897 time samples and Supervisors collected 2,272 time samples (13,169 combined) with time spent "working on the study" excluded from calculations. Because of the large number of samples collected during the WMS the calculated standard times and derived percentages of time spent in given activities are both precise and statistically reliable.

The WMS maintained a ninety-five (95%) percent confidence interval with a statewide margin of error of ±2.0. The regional confidence level was ninety-five (95%) percent with a margin of error varying between ±5.0 and ±7.1 depending upon the amount of activity in the region.

Data Integrity

To ensure data integrity, PWM staff employed the following quality assurance steps and techniques:

- an interactive PowerPoint presentation (Appendix C), combined with one-on-one telephone training and written study instructions (Appendix D) were provided to each participant;

- the PDA data collection structure insured entry of only logical activity combinations predicated by each preceding menu choice of the participant;

- PWM analysts reviewed data for accuracy with the participant throughout the study period each time the participant submitted data;

- PWM analysts used a variety of data-cleaning procedures to capture and correct data entry errors prior to analysis of the data; and,

- standard times calculated from study data were reviewed with program subject matter experts.

[This page is intentionally blank.]

KEY FINDINGS

Standard Times – Referral and Guardianship[2]

Level 1	Level 2	Hr:Min
Referral	Adult Protective Services (APS)	13:30
	Child Protective Services (CPS)	8:41
	Other	NS
	Application Process	8:21
Guardianship	Case Initiation	NS
	Institutional Case Management	51:29
	Community Case Management	89:49
	Case Management (Undivided)	65:57
	Legal Activities	7:36
	Case Closure	4:02

Level 1 – Percentage of Time

Level 1	Percent	Total
Referral	11.6%	
Guardianship	65.8%	100.0%
General Program Related	20.8%	
Non Work[3]	1.8%	

Level 2 – Percentage of Time

Level 1	Level 2	Percent	Total
Referral 11.6%	APS	68.1%	100.0%
	CPS	12.5%	
	Other	2.4%	
	Application Process	17.0%	
Guardianship 65.8%	Case Initiation	0.9%	100.0%*
	Institutional Case Mgmt	42.8%	
	Community Case Mgmt	45.2%	
	Legal Activities	10.1%	
	Case Closure	0.9%	
General Program Related 20.8%	Non Case Related Activities	98.9%	100.0%
	Supervisory Activities	1.1%	
Non Work 1.8%	No Case Action	100.0%	100.0%

*Totals may not equal 100% due to rounding.

---

[2] Standard times are calculated using Specialist data only. For accuracy, additional time for case-related activities performed by Supervisors and non-participants (Human Services Technicians and Guardianship Accountants) was factored into the calculation.
[3] Time samples collected when a participant was "Working On Study" have been excluded.

Level 3 – Percentage of Time – Referral

Level 1	Level 2	Level 3	Percent	Total
Referral 11.6%	APS 68.1%	Assessment	30.8%	100.0%
		Initial Research	23.8%	
		Document Results	19.8%	
		Travel	10.0%	
		In House Consult	6.6%	
		DFPS Consult	5.0%	
		Referral Review	4.0%	
	CPS 12.5%	Document Results	29.7%	100.0%[*]
		Assessment	22.2%	
		Initial Research	21.5%	
		DFPS Consult	7.0%	
		Travel	5.1%	
		Referral Review	5.1%	
		AOC Transition Planning	5.1%	
		In House Consult	4.4%	
	Other 2.4%	Initial Research	36.7%	100.0%
		Assessment	23.3%	
		In House Consult	13.3%	
		Document Results	13.3%	
		DFPS Consult	6.7%	
		Referral Review	6.7%	
		Travel	0%	
	Application Process 17.0%	Application	59.3%	100.0%
		Notice & Service	14.0%	
		Hearing/Oath	8.9%	
		Legal Consultation	6.1%	
		Travel	6.1%	
		Document Results	5.6%	

*Totals may not equal 100% due to rounding.

Level 3 – Percentage of Time – Guardianship

Level 1	Level 2	Level 3	Percent	Total
Guardianship 65.8%	Case Initiation 0.9%	Placement & Benefits	48.5%	100.0%
		Document Results	29.4%	
		Travel	8.8%	
		Initial Service Plan	7.4%	
		Inventory	5.9%	
		Investment Plan	0%	
		Transport Ward	0%	
		Notice & Allowance	0%	
	Institutional Case Mgmt 42.8%	IMPACT/IGOR/Case Files	28.9%	100.0%
		General Person Activities	25.8%	
		Monthly Contact	17.2%	
		Travel	12.0%	
		General Estate Issues	10.2%	
		Service Plan	2.7%	
		Consult	2.3%	
		Annual Review	0.8%	
		Transport Ward	0.1%	
	Community Case Mgmt 45.2%	General Person Activities	33.7%	100.0%[*]
		IMPACT/IGOR/Case Files	21.6%	
		Monthly Contact	16.9%	
		Travel	12.9%	
		General Estate Issues	7.0%	
		Consult	4.0%	
		Service Plan	2.8%	
		Annual Review	0.6%	
		Transport Ward	0.3%	
	Legal Activities 10.1%	Other Court Documents	35.0%	100.0%
		Annual Report	22.1%	
		Attorney Consult	18.3%	
		Travel	10.6%	
		Annual Accounting	7.0%	
		In Court	7.0%	
	Case Closure 0.9%	Final Accounting	26.2%	100.0%
		Final Report	23.1%	
		Update IMPACT/IGOR	20.0%	
		Close Accounts	9.2%	
		Arrange/Attend Funeral	9.2%	
		Travel	7.7%	
		Consult	3.1%	
		In Court	1.5%	

*Totals may not equal 100% due to rounding.

Level 3 – Percentage of Time – General Program Related

Level 1	Level 2	Level 3	Percent	Total
General Program Related 20.8%	Non Case Related Activities 98.9%	Email/Mail/Copying/Filing	26.4%	100.0%[*]
		Training	22.5%	
		Meetings/Presentations	13.1%	
		Travel	11.8%	
		Other Activities	7.3%	
		Conversing w/Co Workers	6.1%	
		Travel Voucher	4.8%	
		Policy Study	4.0%	
		Personal AccessHR Issues	2.0%	
		Individual Meetings	1.4%	
		Run Reports	0.5%	
	Supervisory Activities 1.1%	Consult	79.2%	100.0%
		Caseload Management	20.8%	
		Quality Assurance	0%	
		Supervisor AccessHR	0%	

*Totals may not equal 100% due to rounding.

Level 3 – Percentage of Time – Non Work

Level 1	Level 2	Level 3	Percent	Total
Non Work 1.8%	No Case Action 100.0%	Break	58.3%	100.0%
		Other Business	41.7%	

- Appendix B provides a summary of Supervisory results.

STATEWIDE RESULTS
STANDARD TIMES

STATEWIDE RESULTS – STANDARD TIMES

Standard Time Definition

A "standard time" is the average time it takes a Guardianship Specialist following applicable policy and procedure to complete a Guardianship product such as a Referral, Application, Annual Report, Annual Accounting, Final Report, and/or Final Accounting.

The time samples collected and product count (completed Referrals, Applications, etc.) serve as the basis for developing standard times and determining the percentage of time in work activities.

The number of time samples participants collect in a specific activity was divided by the total number of collected time samples to calculate a percentage of time that participants spent in a specific activity.

A concurrent time and leave analysis of Guardianship Supervisors and Specialists provided a reliable model of the average monthly time available for work used in calculating standard times.

A "standard time" for a Level 1 and Level 2 combination is presented only when collected data was sufficient to maintain statistical reliability. Where time samples reported and/or product counts within a Level 1 and Level 2 combination were inadequate for a reliable computation, NS (not sufficient) is listed. Standard times are stated in hours and minutes (i.e., one hour and fifteen minutes = 1:15).

For accuracy, additional time for case-related activities performed by Supervisors and non-participants (Human Services Technicians and Guardianship Accountants) was factored into the calculation.

- Appendix B provides a summary of Supervisory results.

Standard Times for Referral and Guardianship

The PDA-based WMS instrument gathered Guardianship-specific information on four (4) Level 1 categories, twelve (12) Level 2 categories, and fifty-one (51) Level 3 activities[4] (See Appendix D).

Referral: Standard Times in Hours and Minutes

Table 1 provides the standard times for Referral – Level 2 combinations:

	APS	**CPS**	**Other**	**Application Process**
Referral	13:30	8:41	NS	8:21

Table 1: Referral Standard Times

Guardianship: Standard Times in Hours and Minutes

Table 2 provides the standard times for Guardianship – Level 2 combinations:

	Case Initiation[5]	**Institutional Case Management**	**Community Case Management**	**Case Management Combined**	**Legal Activities**	**Case Closure**
Guardianship	NS	51:29	89:49	65:57	7:36	4:02

Table 2: Guardianship Standard Times

---

[4] For the report, "Working On Study" time samples are excluded.
[5] There was no viable product count available for determining a standard time in "Case Initiation."

[This page is intentionally blank.]

STATEWIDE RESULTS
PERCENTAGE OF TIME

Level 1 – Percentage of Time

Guardianship Specialists accounted for 82.7% of all time samples collected during the WMS. Of the 13,169 total time samples gathered, 10,897 were obtained by Specialists.

There were four (4) Level 1 categories from which to choose.

Calculated within the 10,897 time samples collected by Specialists:

- Guardianship comprised 65.8% of time spent.

- General Program Related made up 20.8% of time spent.

- Referral accounted for 11.6% of time spent.

- Non Work[6] encompassed 1.8% of time spent.

Figure 2 provides the percentage of time spent within each Level 1 category by Specialists.
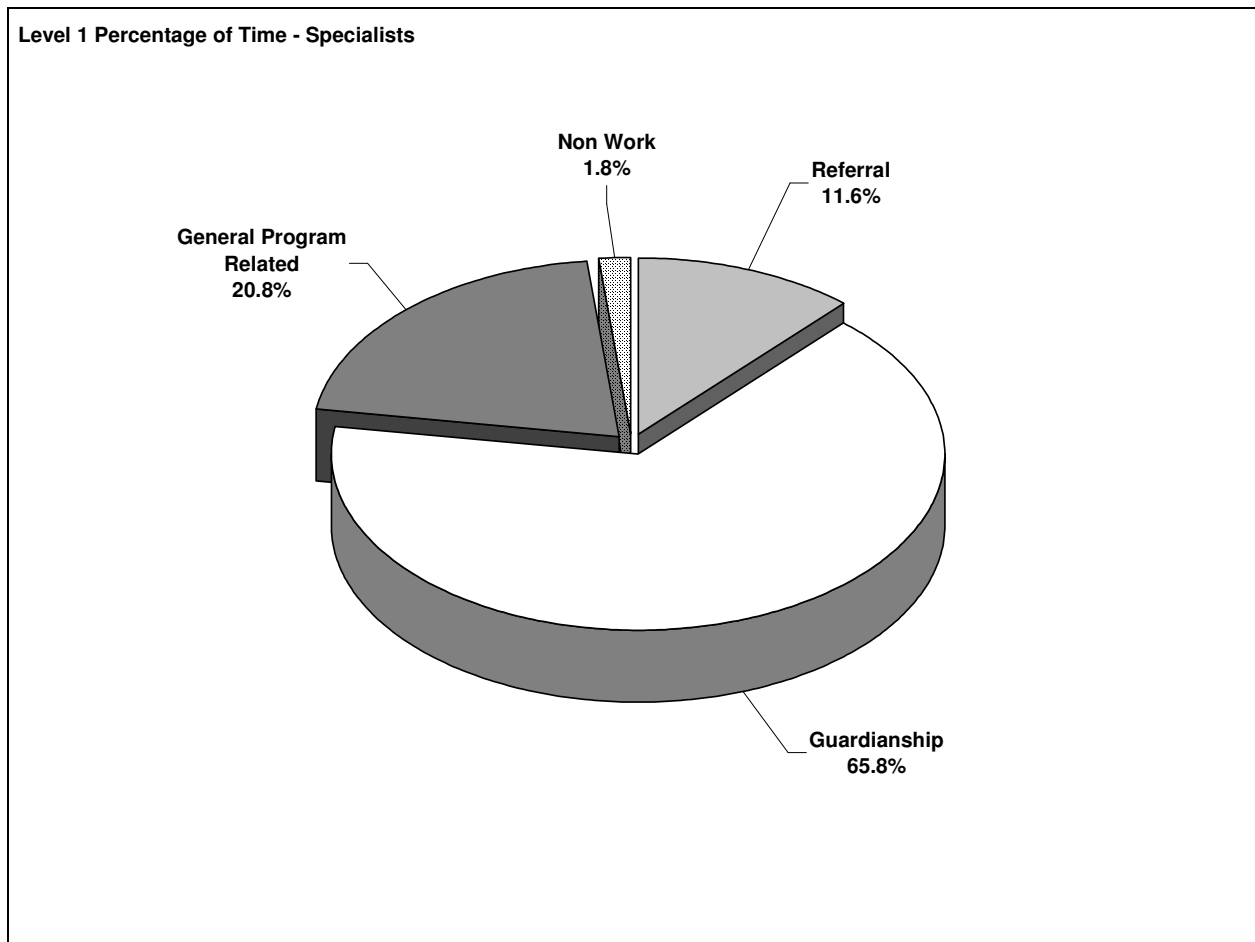
Figure 2: Level 1 – Percentage of Time

---

[6] All time samples collected by participants showing "Working On Study" have been excluded from calculations.

Level 2 – Percentage of Time

There were twelve (12) Level 2 selections corresponding to the four (4) Level 1 categories.

Calculated within Level 2 for Specialists:

- Community Case Management accounted for 29.8% of time spent.

- Institutional Case Management comprised 28.2% of time spent.

- Non Case Related Activities involved 20.6% of time spent.

- Each of the nine remaining Level 2 selections accounted for less than 10.0% of Specialist time.

Figure 3 provides the percentage of time spent in each Level 2 category by Specialists.
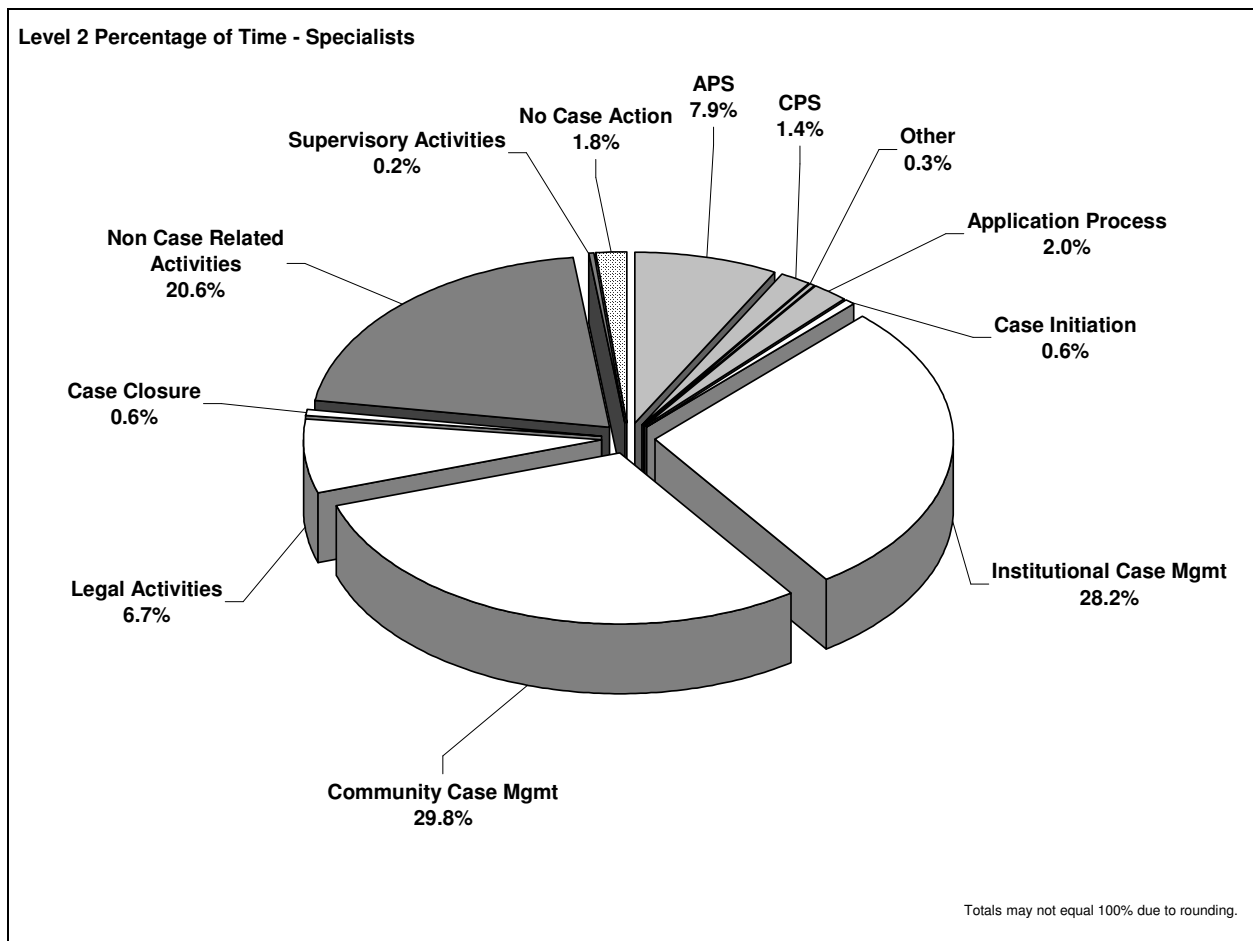
Figure 3: Level 2 – Percentage of Time

12

Level 3 – Percentage of Time

There were fifty-one[7] (51) Level 3 activities corresponding to the twelve (12) Level 2 selections. Some Level 2 selections, such as APS, CPS, Other, Institutional Case Management, and Community Case Management shared the same Level 3 activities.

For reporting purposes, the Level 3 activities of IMPACT/IGOR/Case Files, Update IMPACT/IGOR, and Document Results are calculated collectively as IMPACT/IGOR/Case Files.

Calculated within Level 3 for Specialists:

- General Person Activities occupied 17.3% of time spent.

- IMPACT/IGOR/Case files accounted for 17.0% of time spent.

- Travel comprised 11.4% of time spent.

- Monthly Contact made up 9.9% of time spent.

Figure 4 provides the percentage of time spent in the top ten (10) Level 3 activities for Specialists.

Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
General Person Activities	17.3%
IMPACT/IGOR/Case Files	17.0%
Travel	11.4%
Monthly Contact	9.9%
Email/Mail/Copying/Filing	5.4%
General Estate Issues	4.9%
Training	4.6%
Assessment	2.8%
Meetings/Presentations	2.7%
Other Court Documents	2.3%
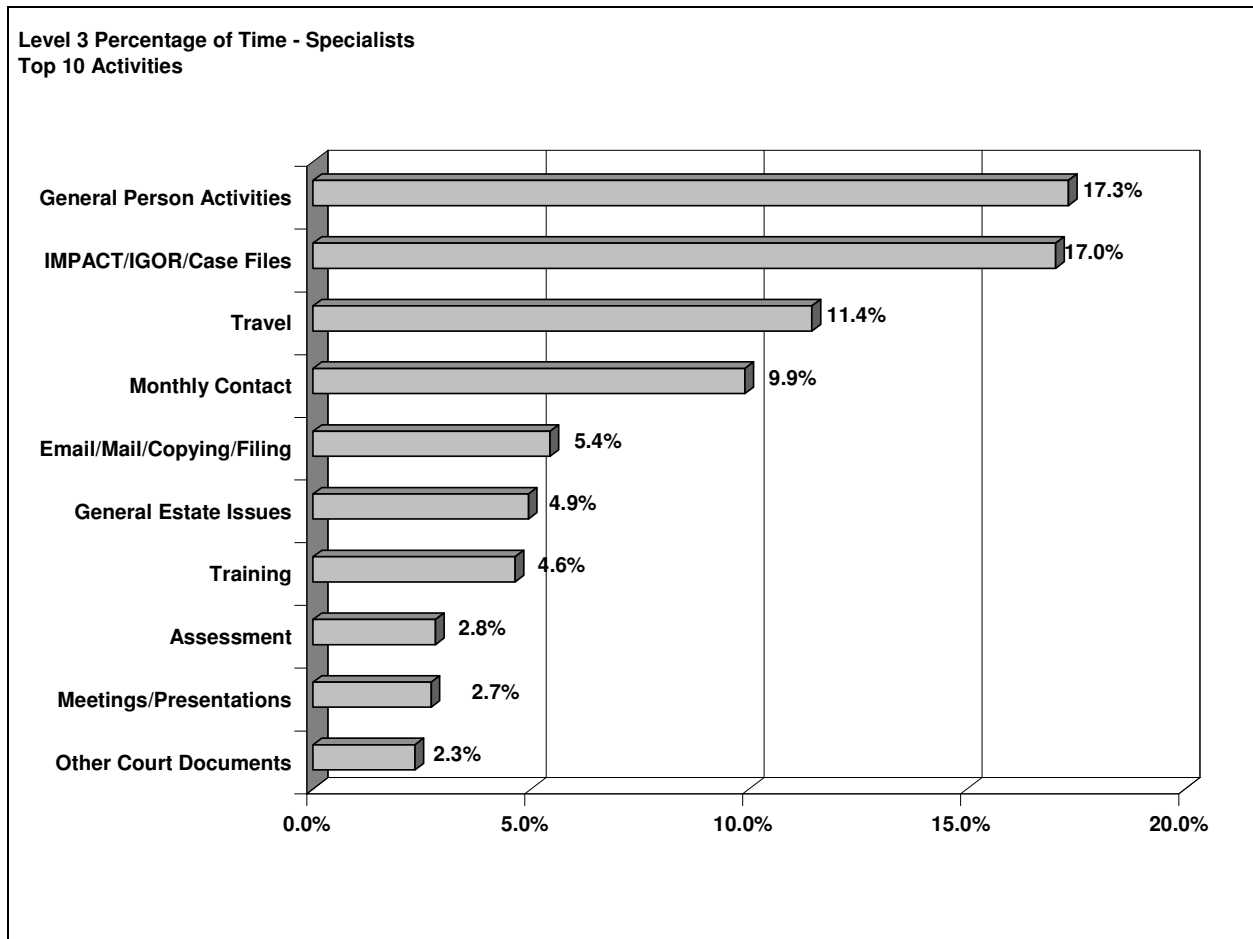
Figure 4: Level 3 – Percentage of Time

- Appendix F provides the percentage of time spent in all Level 3 activities (unabridged).

---

[7] For the report, "Working On Study" time samples are excluded, leaving fifty (50) Level 3 activities used for calculations.

[This page is intentionally blank.]

**REFERRAL
GUARDIANSHIP SPECIALISTS**

Referral – Level 2 Percentage of Time

Referral accounted for 11.6% of the 10,897 total time samples collected by Specialists during the study period. Specialists gathered 1,260 time samples within Referral.

Calculated within the 1,260 Referral time samples:

- APS encompassed 68.1% of time spent by Specialists.

- Application Process accounted for 17.0% of time spent.

- CPS took up 12.5% of time spent.

- Other comprised 2.4% of Specialist time.

Figure 5 provides the percentage of time spent within each Referral Level 2 category by Specialists.

Referral - Level 2 Percentage of Time - Specialists

Application Process
17.0%

Other
2.4%

CPS
12.5%

APS
68.1%

Percentages calculated from Level 1 Referral time samples only. Excludes Guardianship, General Program Related & Non Work categories from calculation.
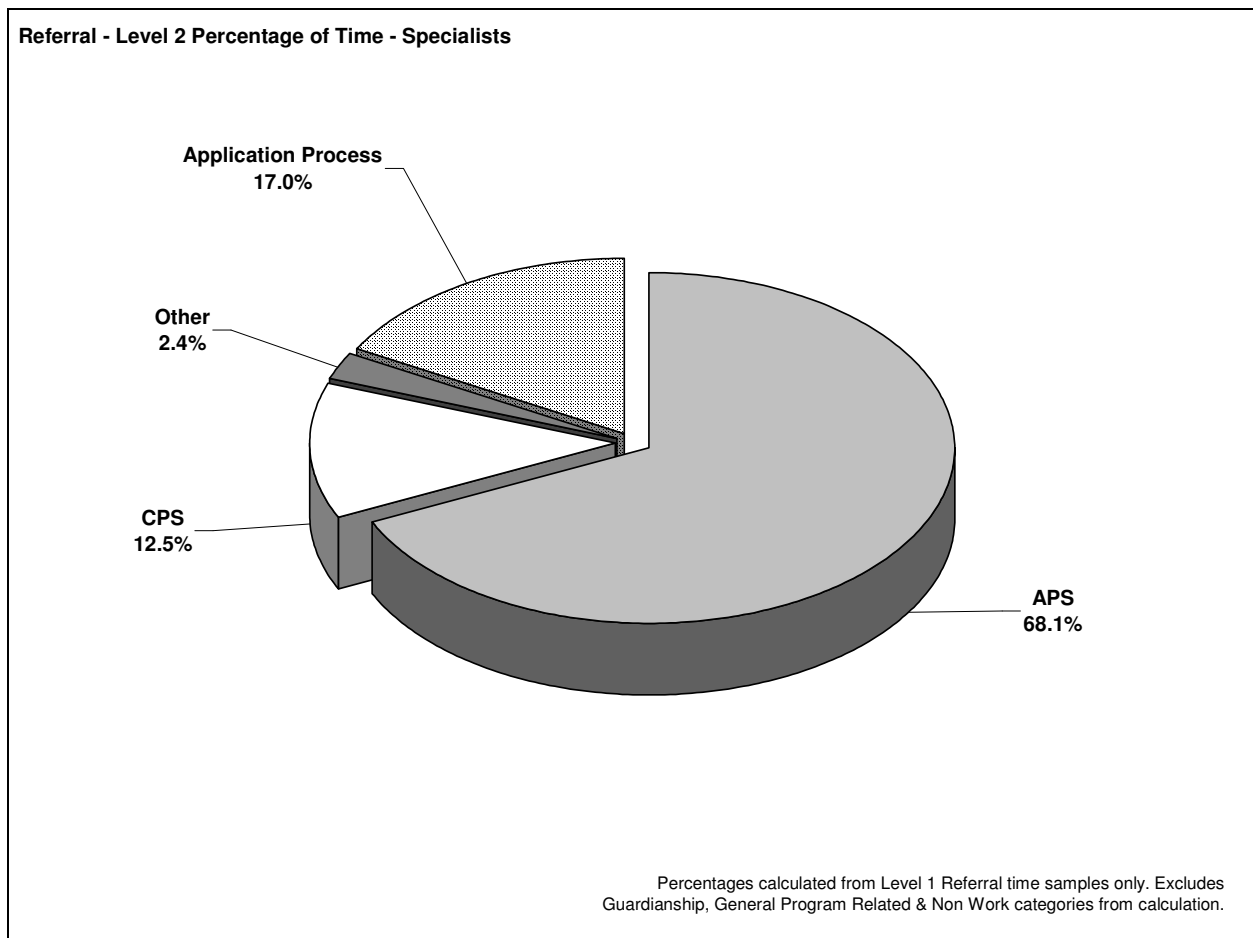
Figure 5: Referral – Level 2 Percentage of Time

Referral – Level 3 Percentage of Time

There were twelve (12) possible Level 3 activities corresponding to the four (4) Level 2 categories in Referral. APS, CPS, and Other shared the same Level 3 activities, with the exception of AOC Transition Planning unique to CPS. All Level 2 categories shared the Level 3 activity of Document Results.

- Assessments encompassed 24.3% of time for Specialists.

- Initial Research accounted for 19.8% of time spent.

- Document Results consisted of 18.5% of activity within Referral.

Figure 6 provides the percent of time spent in the top ten (10) Referral Level 3 activities for Specialists.

Referral - Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
Assessment	24.3%
Initial Research	19.8%
Document Results	18.5%
Application	10.1%
Travel	8.5%
In House Consult	5.4%
DFPS Consult	4.4%
Referral Review	3.5%
Notice & Service	2.4%
Hearing/Oath	1.5%
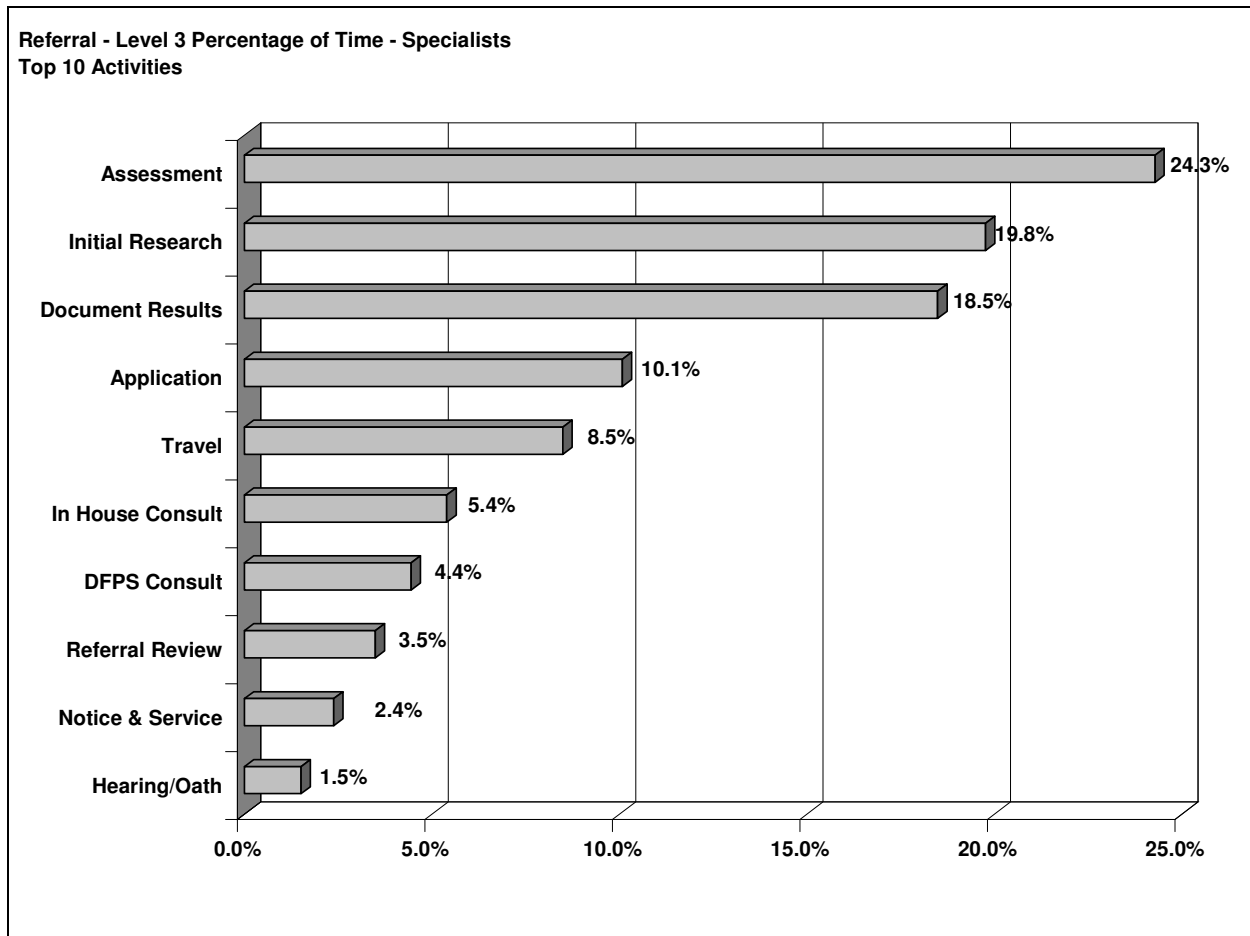
Figure 6: Referral – Level 3 Percentage of Time

- Appendix F provides the unabridged percentage of time for all Referral Level 3 activities.

Referral – APS by Level 3 Activity

APS comprised 68.1% of time spent by Specialists within Referral. Of the 1,260 Referral time samples collected, APS accounted for 858.

There were seven (7) possible Level 3 activity selections corresponding to APS.

Calculated within APS time samples:

- Assessment constituted 30.8% of time spent by Specialists.

- Initial Research encompassed 23.8% of time spent.

- Document Results accounted for 19.8% of time spent.

- Each of the four (4) remaining activities comprised 10.0% or less of Specialist time.

Figure 7 provides the percentage of time spent within each APS Level 3 activity for Specialists.
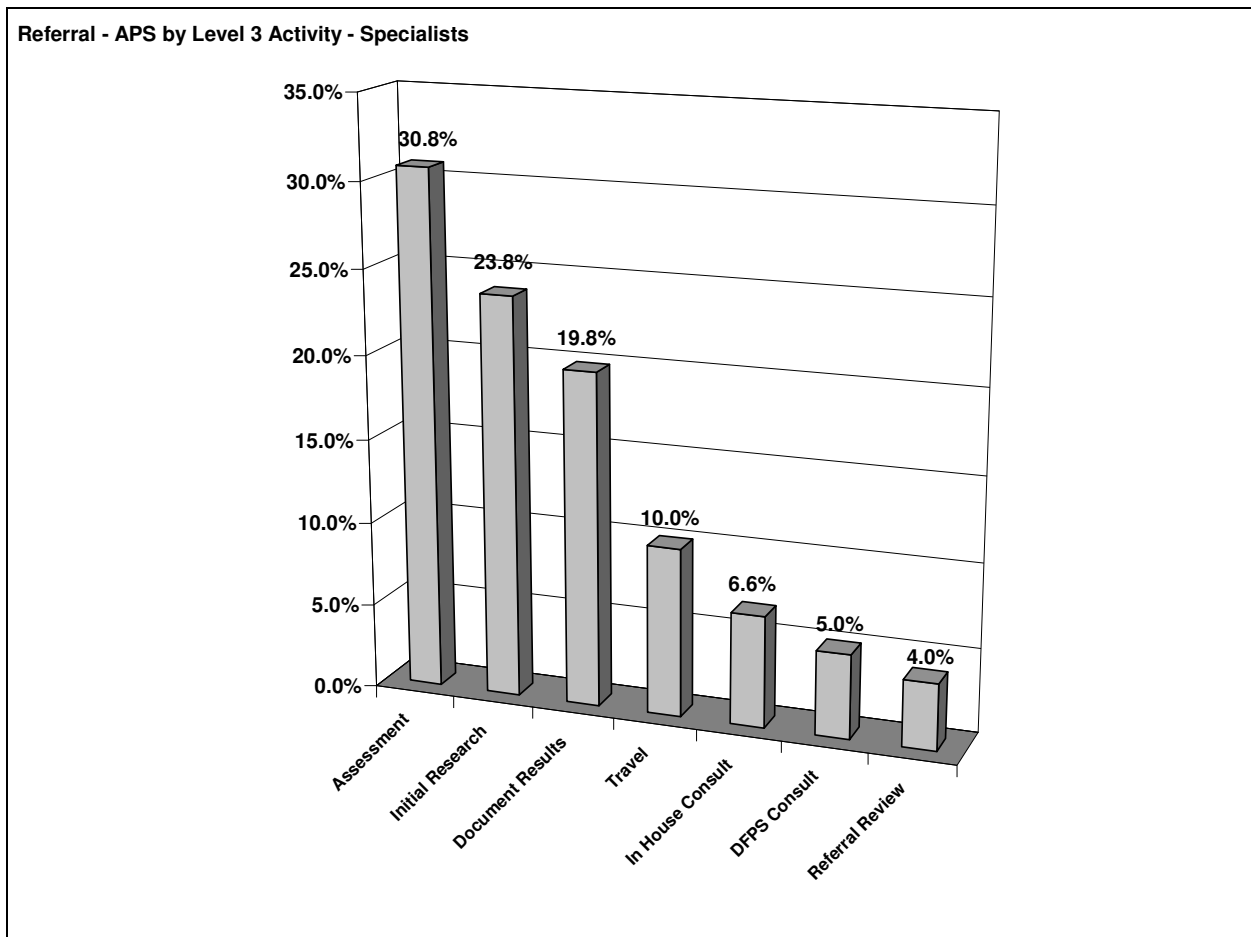
Figure 7: Referral – APS by Level 3 Activity

Referral – CPS by Level 3 Activity

CPS comprised 12.5% of time spent by Specialists within Referral. Of the 1,260 Referral time samples collected, CPS accounted for 158.

There were eight (8) possible Level 3 activity selections corresponding to CPS.

Calculated within CPS time samples:

- Document Results constituted 29.7% of time spent by Specialists.

- Assessment took up 22.2% of time spent.

- Initial Research accounted for 21.5% of time spent.

- Each of the five (5) remaining activities encompassed less than 10.0% of participant time.

Figure 8 provides the percentage of time spent within each CPS Level 3 activity for Specialists.
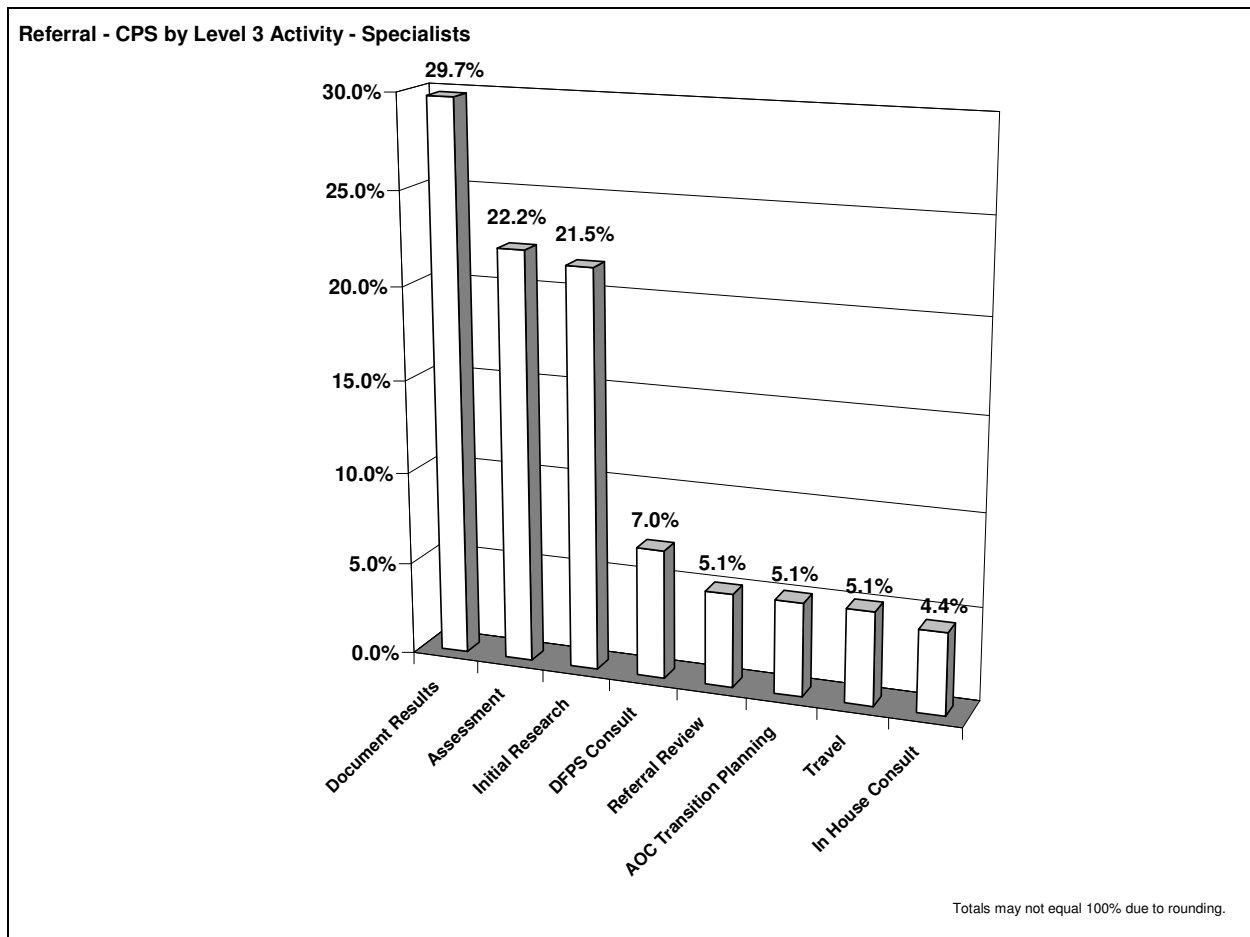
Figure 8: Referral – CPS by Level 3 Activity

Referral – Other by Level 3 Activity

Other comprised 2.4% of time spent by Specialists within Referral. Of the 1,260 Referral time samples collected, Other accounted for 30.

There were seven (7) possible Level 3 activity selections corresponding to Other.

Calculated within Other time samples:

- Initial Research constituted 36.7% of time spent by Specialists.

- Assessment comprised 23.3% of time spent.

- Document Results and In House Consult each accounted for 13.3% of time spent.

- Each of the three (3) remaining activities accounted for less than 10.0% of time.

- Travel was not selected by any Specialist during the study period.

Figure 9 provides the percentage of time spent within each Other Level 3 activity for Specialists.
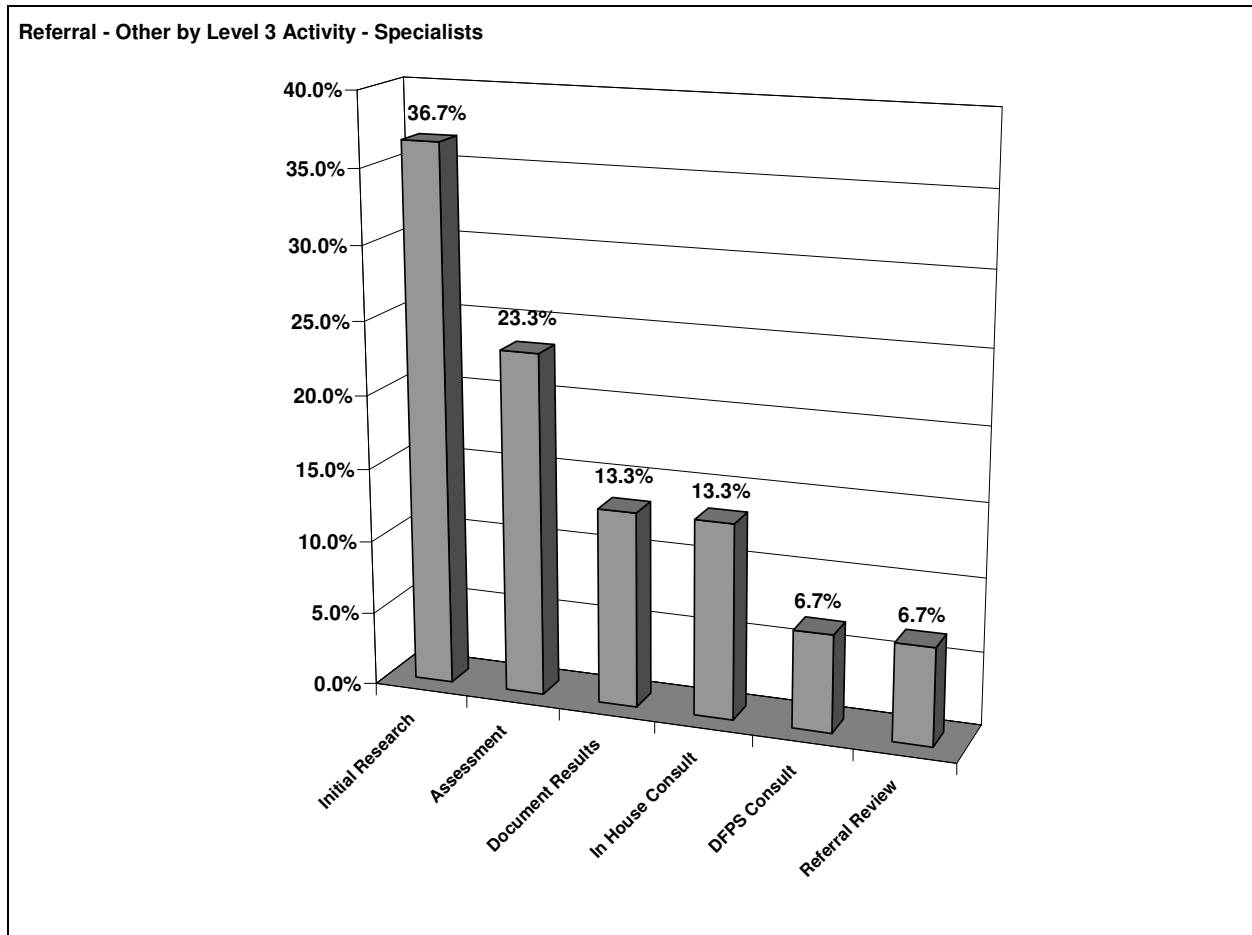
Figure 9: Referral – Other by Level 3 Activity

Referral – Application Process by Level 3 Activity

Application Process comprised 17.0% of time spent by Specialists within Referral. Of the 1,260 Referral time samples collected, Application Process accounted for 214.

There were six (6) possible Level 3 activity selections corresponding to Application Process.

Calculated within Application Process time samples:

- Application constituted 59.3% of time spent by Specialists.

- Notice and Service made up 14.0% of time spent.

- Hearing/Oath accounted for 8.9% of time spent.

- Each of the three (3) remaining activities accounted for less than 10.0% of Specialist time.

Figure 10 provides the percentage of time spent within each Application Process Level 3 activity for Specialists.
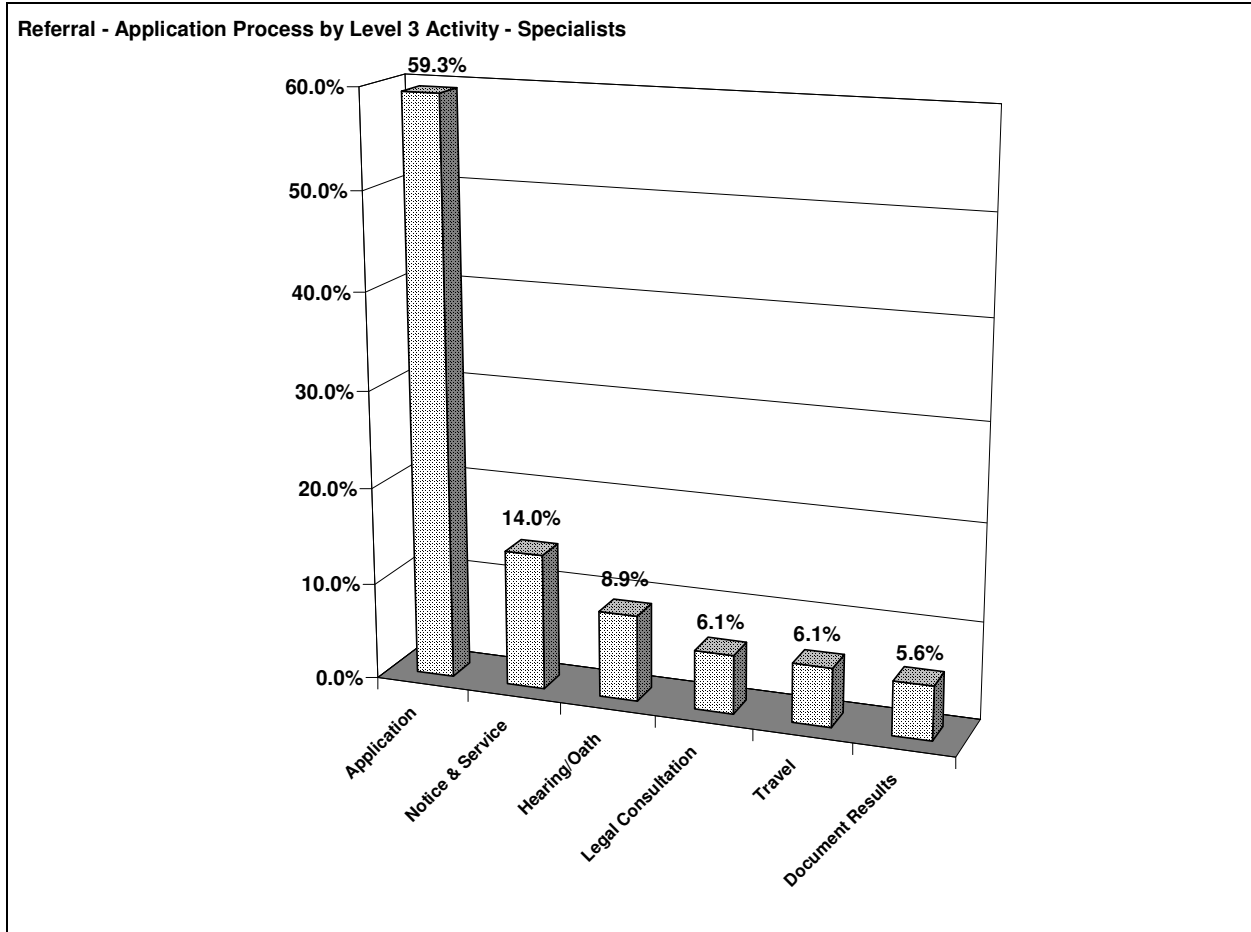
Figure 10: Referral – Application Process by Level 3 Activity

GUARDIANSHIP
GUARDIANSHIP SPECIALISTS

Guardianship – Level 2 Percentage of Time

Guardianship encompassed 65.8% of the 10,897 total time samples collected by Specialists during the WMS. Specialists gathered 7,175 time samples within Guardianship.

Calculated within the 7,175 time samples:

- Community Case Management comprised 45.2% of time spent within Guardianship.

- Institutional Case Management encompassed 42.8% of time spent.

- Legal Activities accounted for 10.1% of time spent.

- Case Initiation made up 0.9% of Specialist time spent.

- Case Closure included 0.9% of time spent.

Figure 11 provides the percentage of time spent within each Guardianship Level 2 category by Specialists.

Guardianship - Level 2 Percentage of Time - Specialists

Case Closure
0.9%

Case Initiation
0.9%

Legal Activities
10.1%

Institutional Case Mgmt
42.8%

Community Case Mgmt
45.2%

Excludes Referral, General Program Related &
Non Work observations from calculation.
Totals may not equal 100% due to rounding.
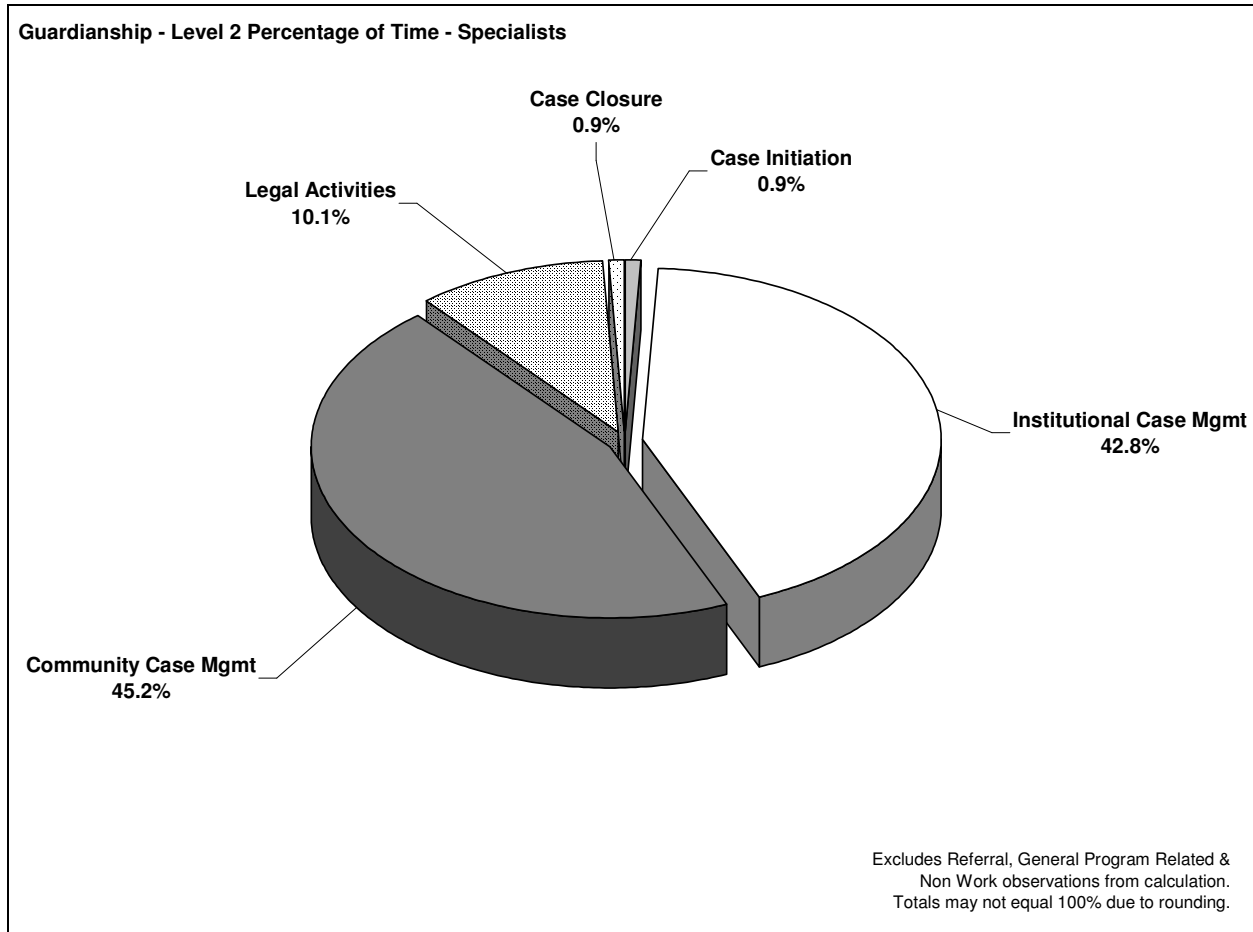
Figure 11: Guardianship – Level 2 Percentage of Time

Guardianship – Level 3 Percentage of Time

There were twenty-four (24) possible Level 3 activity selections corresponding to the five (5) Level 2 categories making up Guardianship. Institutional Case Management and Community Case Management shared the same Level 3 activities.

For reporting purposes, the Level 3 activities of IMPACT/IGOR/Case Files, Update IMPACT/IGOR, and Document Results are calculated together and reported collectively as IMPACT/IGOR/Case Files.

- General Person Activities encompassed 26.3% of time for Specialists within Guardianship.

- IMPACT/IGOR/Case Files comprised 22.6% of time spent.

- Monthly Contact accounted for 15.0% of time spent within Guardianship.

- Notice and Allowance was not selected by Specialists during the study period.

Figure 12 provides the percent of time spent in the top ten (10) Level 3 activities for Guardianship.

**Guardianship - Level 3 Percentage of Time - Specialists
Top 10 Activities**

Activity	Percentage
General Person Activities	26.3%
IMPACT/IGOR/Case Files	22.6%
Monthly Contact	15.0%
Travel	12.2%
General Estate Issues	7.5%
Other Court Documents	3.6%
Consult	2.8%
Service Plan	2.4%
Annual Report	2.2%
Attorney Consult	1.9%
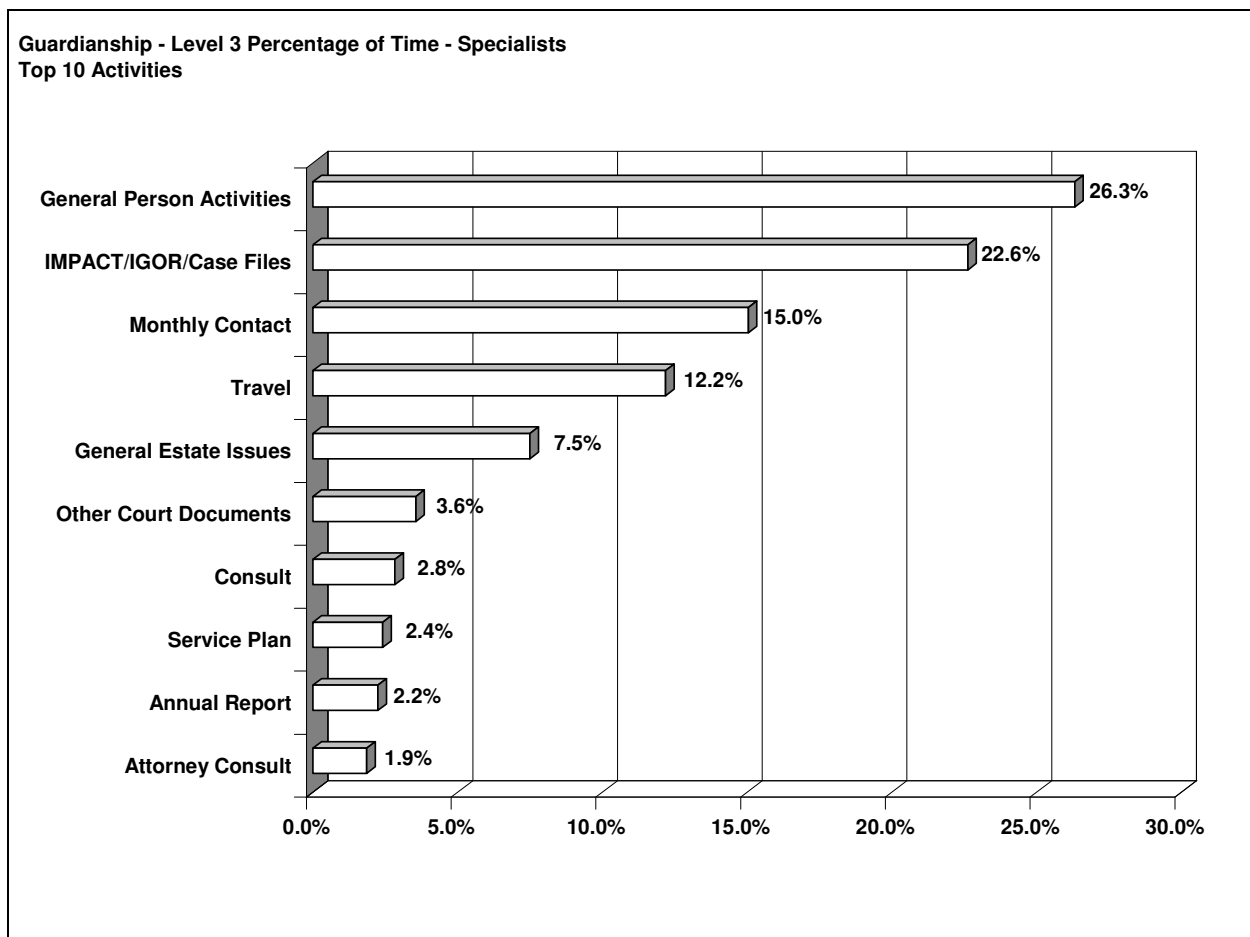
Figure 12: Guardianship – Level 3 Percentage of Time

- Appendix F provides the unabridged percentage of time for all Guardianship Level 3 activities.

Guardianship – Case Initiation by Level 3 Activity

Case Initiation comprised 0.9% of time by Specialists within Guardianship. Of the 7,175 Guardianship time samples collected, Case Initiation accounted for 68.

There were seven (7) possible Level 3 activity selections corresponding to Case Initiation.

For this report, "Service Plan" time samples within Case Initiation are shown as "Initial Service Plan."

Calculated within Case Initiation time samples:

- Placement and Benefits constituted 48.5% of time spent by Specialists.

- Document Results encompassed 29.4% of time spent.

- Travel comprised 8.8% of time spent.

- Notice & Allowance and Investment Plan were not selected by any Specialist during the WMS and therefore not depicted in Figure 13 below.

Figure 13 provides the percentage of time spent within each Application Process Level 3 activity for Specialists.
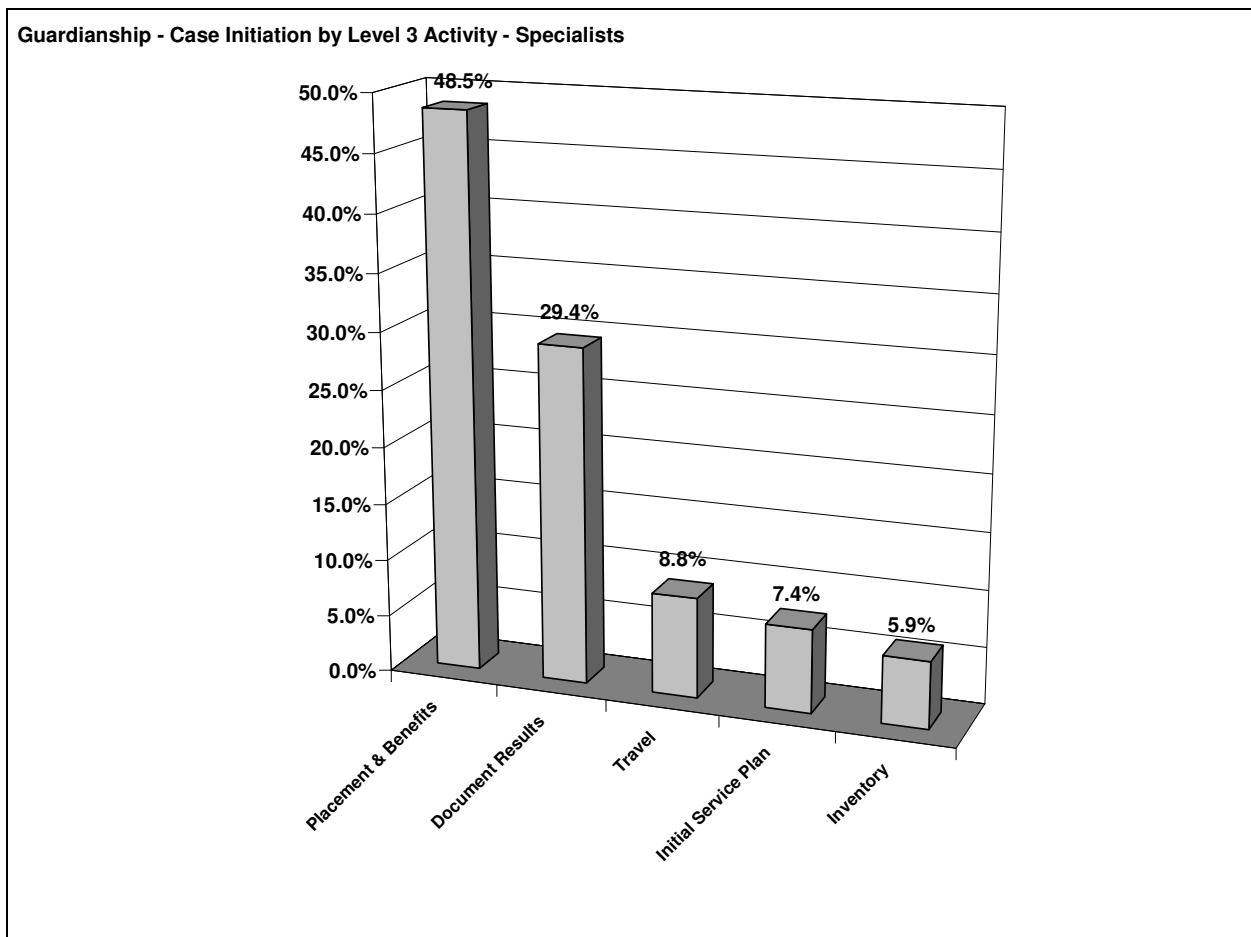
Figure 13: Guardianship – Case Initiation by Level 3 Activity

Guardianship – Institutional Case Management by Level 3 Activity

Institutional Case Management comprised 42.8% of time spent by Specialists within Guardianship. Of the 7,175 Guardianship time samples collected, Institutional Case Management accounted for 3,069.

There were nine (9) possible Level 3 activity selections corresponding to Institutional Case Management.

Calculated within Institutional Case Management time samples:

- IMPACT/IGOR/Case Files constituted 28.9% of time by Specialists.

- General Person Activities comprised 25.8% of time spent.

- Monthly Contact composed 17.2% of time spent.

Figure 14 provides the percentage of time spent within each Institutional Case Management Level 3 activity by Specialists.

Guardianship - Institutional Case Management by Level 3 Activity - Specialists

Activity	Percentage
IMPACT/IGOR/Case Files	28.9%
General Person Activities	25.8%
Monthly Contact	17.2%
Travel	12.0%
General Estate Issues	10.2%
Service Plan	2.7%
Consult	2.3%
Annual Review	0.8%
Transport Ward	0.1%
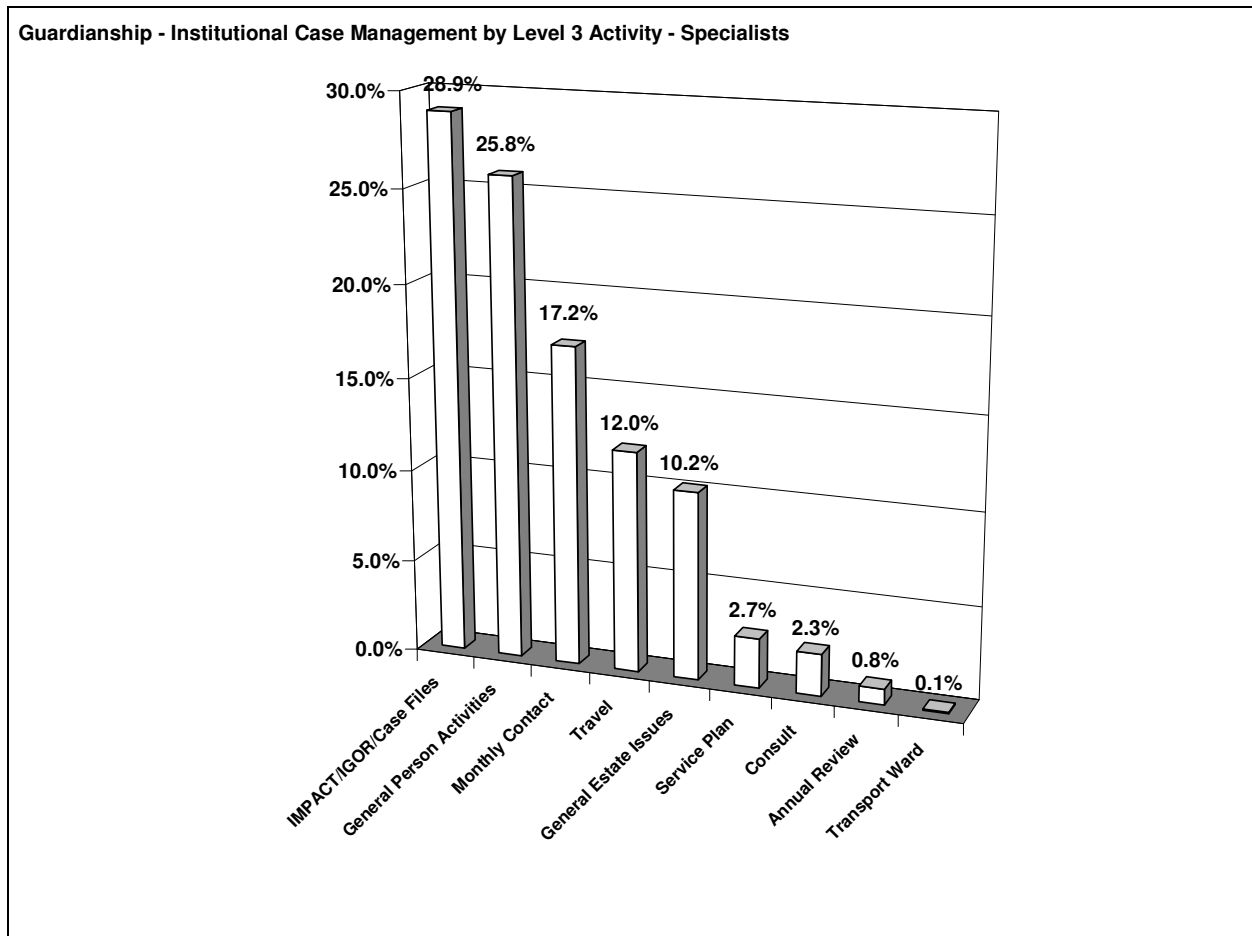
Figure 14: Guardianship – Institutional Case Management by Level 3 Activity

Guardianship – Community Case Management by Level 3 Activity

Community Case Management comprised 45.2% of time spent by Specialists within Guardianship. Of the 7,175 Guardianship time samples collected, Community Case Management accounted for 3,245.

There were nine (9) possible Level 3 activity selections corresponding to Community Case Management.

Calculated within Community Case Management time samples:

- General Person Activities constituted 33.7% of time spent by Specialists.

- IGOR/IMPACT/Case Files accounted for 21.6% of time.

- Monthly Contact comprised 16.9% of Specialist time.

Figure 15 provides the percentage of time spent within each Community Case Management Level 3 activity by Specialists.
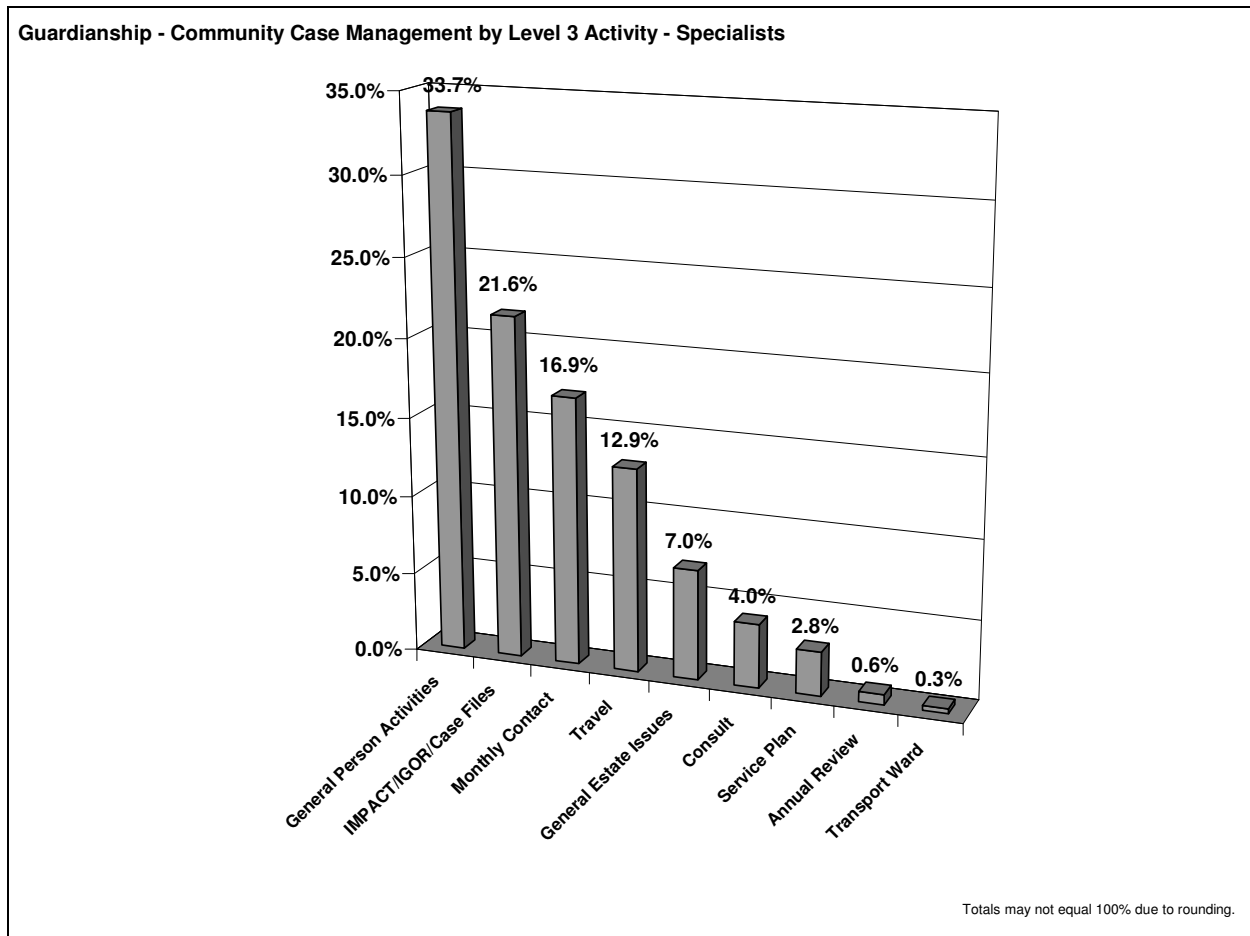
Figure 15: Guardianship – Community Case Management by Level 3 Activity

Guardianship – Legal Activities by Level 3 Activity

Legal Activities comprised 10.1% of time spent by Specialists within Guardianship. Of the 7,175 Guardianship time samples collected, Legal Activities accounted for 728.

There were six (6) possible Level 3 activity selections corresponding to Legal Activities.

Calculated within Legal Activities time samples:

- Other Court Documents comprised 35.0% of time spent by Specialists.

- Annual Report encompassed 22.1% of time spent.

- Attorney Consult constituted 18.3% of time.

Figure 16 provides the percentage of time spent within each Legal Activities Level 3 activity by Specialists.
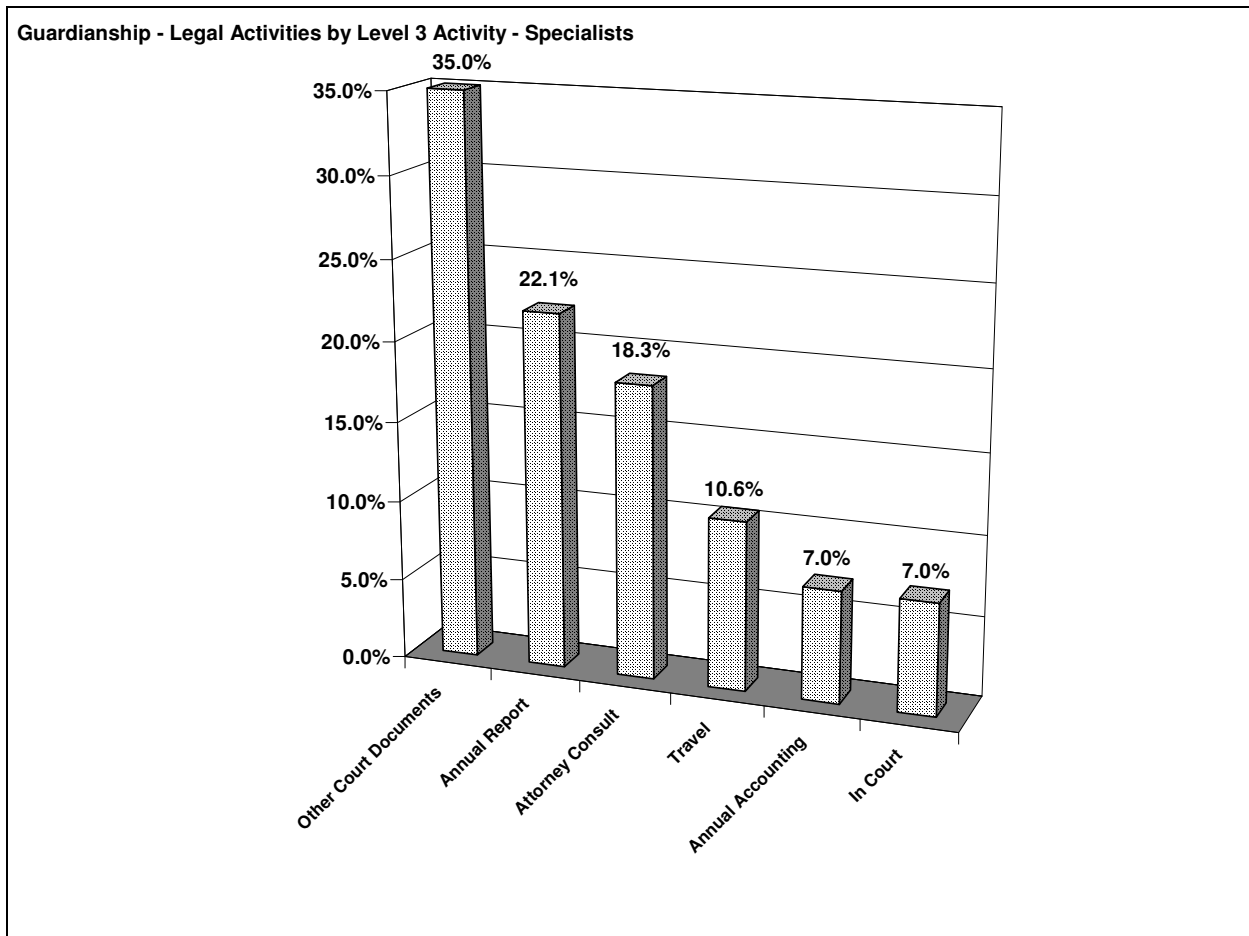
Figure 16: Guardianship – Legal Activities by Level 3 Activity

Guardianship – Case Closure by Level 3 Activity

Case Closure comprised 0.9% of time spent by Specialists within Guardianship. Of the 7,175 Guardianship time samples collected, Case Closure accounted for 65.

There were eight (8) possible Level 3 activity selections corresponding to Case Initiation.

Calculated within Case Closure time samples:

- Final Accounting represented 26.2% of time spent by Specialists.

- Final Report consisted of 23.1% of time spent.

- Update IMPACT/IGOR comprised 20.0% of time spent.

Figure 17 provides the percentage of time spent within each Case Closure Level 3 activity for Specialists.
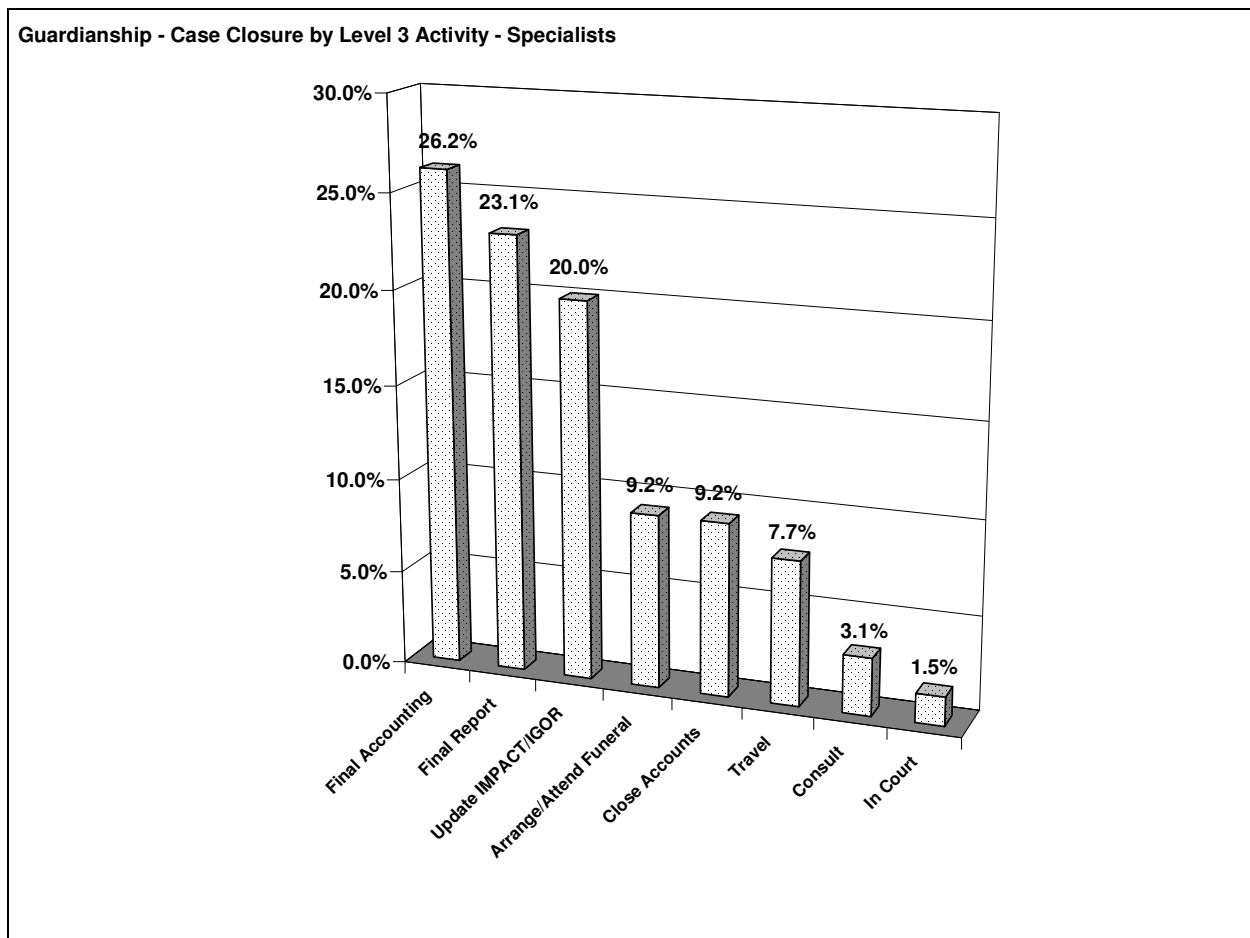
Figure 17: Guardianship – Case Closure by Level 3 Activity

[This page is intentionally blank.]

**GENERAL PROGRAM RELATED
GUARDIANSHIP SPECIALISTS**

General Program Related – Level 2 Percentage of Time

General Program Related represented 20.8% of the 10,897 total time samples collected by Specialists. Specialists gathered 2,270 time samples within General Program Related.

Calculated within the 2,270 General Program Related time samples:

- Non Case Related Activities comprised 98.9% of time spent by Specialists.

- Supervisory Activities accounted for 1.1% of participant time.

Figure 18 provides the percentage of time spent within each General Program Related Level 2 category for Specialists.

General Program Related - Level 2 Percentage of Time - Specialists

Supervisory Activities
1.1%

Non Case Related
Activities
98.9%

Excludes Referral, Guardianship &
Non Work observations from calculation.
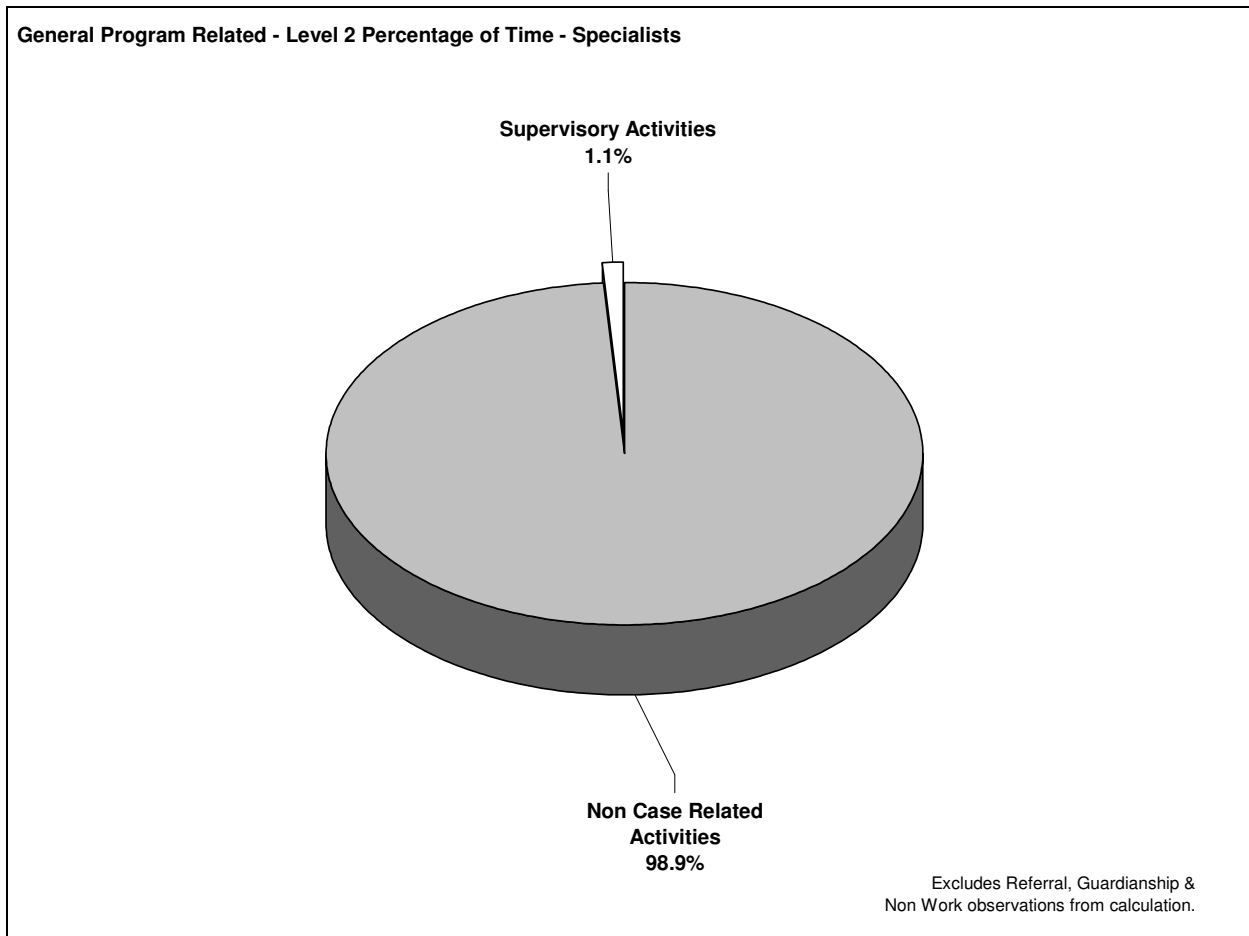
Figure 18: General Program Related – Level 2 Percentage of Time

General Program Related – Level 3 Percentage of Time

There were fifteen (15) possible unique Level 3 activity selections corresponding to the two (2) Level 2 categories making up General Program Related.

- Email/Mail/Copying/Filing[8] encompassed 26.1% of time for Specialists.

- Training comprised 22.2% of time spent.

- Meetings/Presentations accounted for 13.0% of Specialist time.

Figure 19 provides the percent of time spent in the top ten (10) General Program Related Level 3 activities for Specialists.

General Program Related - Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
Email/Mail/Copying/Filing	26.1%
Training	22.2%
Meetings/Presentations	13.0%
Travel	11.7%
Other Activities	7.3%
Conversing w/Co Workers	6.1%
Travel Voucher	4.8%
Policy Study	4.0%
Personal AccessHR Issues	1.9%
Individual Meetings	1.4%
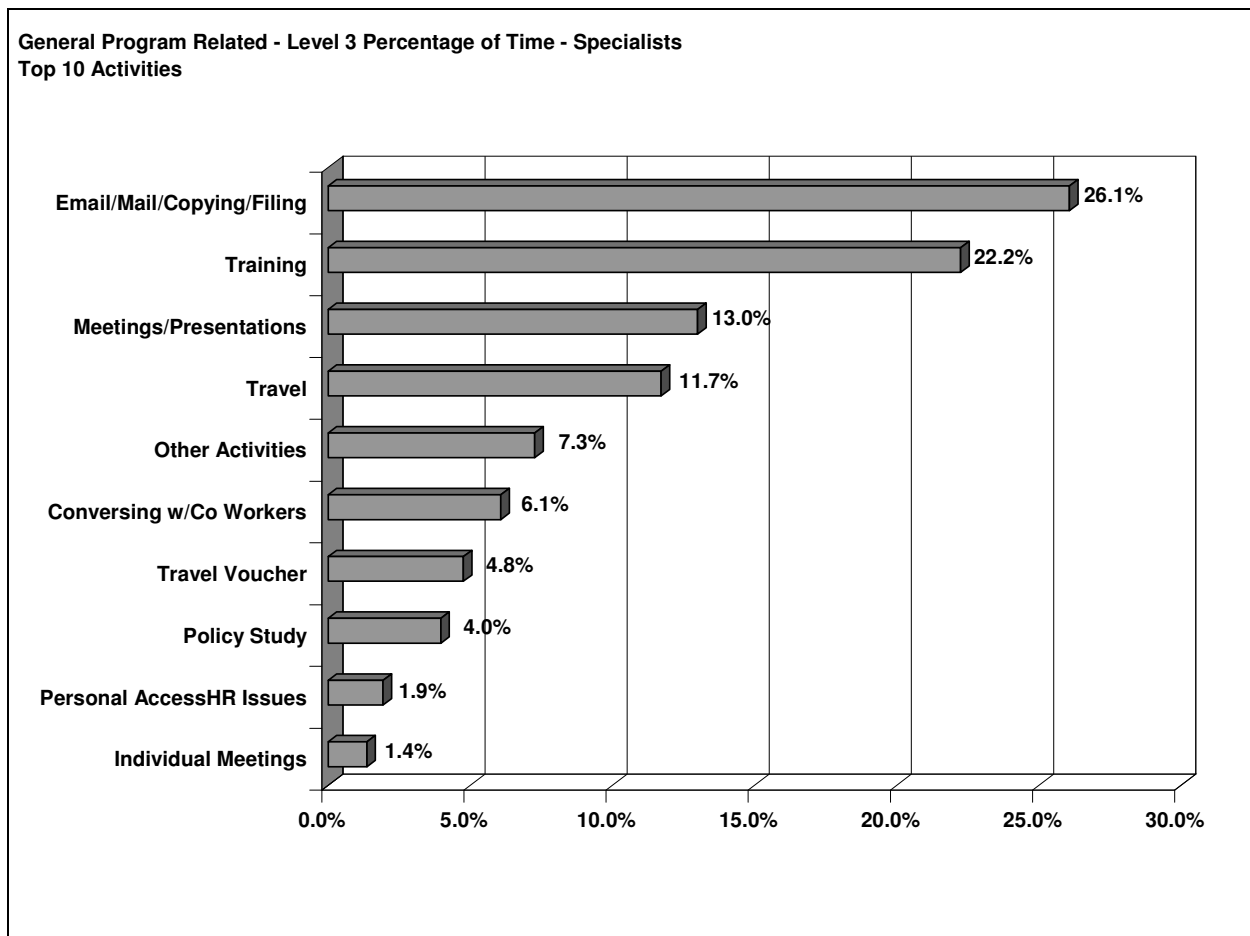
Figure 19: General Program Related – Level 3 Percentage of Time

- Appendix F provides the unabridged percentage of time for all General Program Related Level 3 activities.

---

[8] Early in the WMS, some participants selected Email/Mail/Copying/Filing when the activity was case-related. The WMS training session was modified to advise participants to code case-related email/filing/copying within Referral or Guardianship.

General Program Related – Non Case Related Activities by Level 3 Activity

Non Case Related Activities comprised 98.9% of time spent by Specialists within General Program Related. Of the 2,270 General Program Related time samples collected, Non Case Related Activities accounted for 2,246.

There were eleven (11) possible Level 3 activity selections corresponding to Non Case Related Activities.

Calculated within Non Case Related Activities time samples:

- Email/Mail/Copying/Filing[9] occupied 26.4% of time spent by Specialists.

- Training accounted for 22.5% of time spent.

- Meetings/Presentations comprised 13.1% of time.

Figure 20 provides the percentage of time spent within each Non Case Related Activities Level 3 activity for Specialists.

General Program Related - Non Case Related Activities by Level 3 Activity - Specialists

Totals may not equal 100% due to rounding.
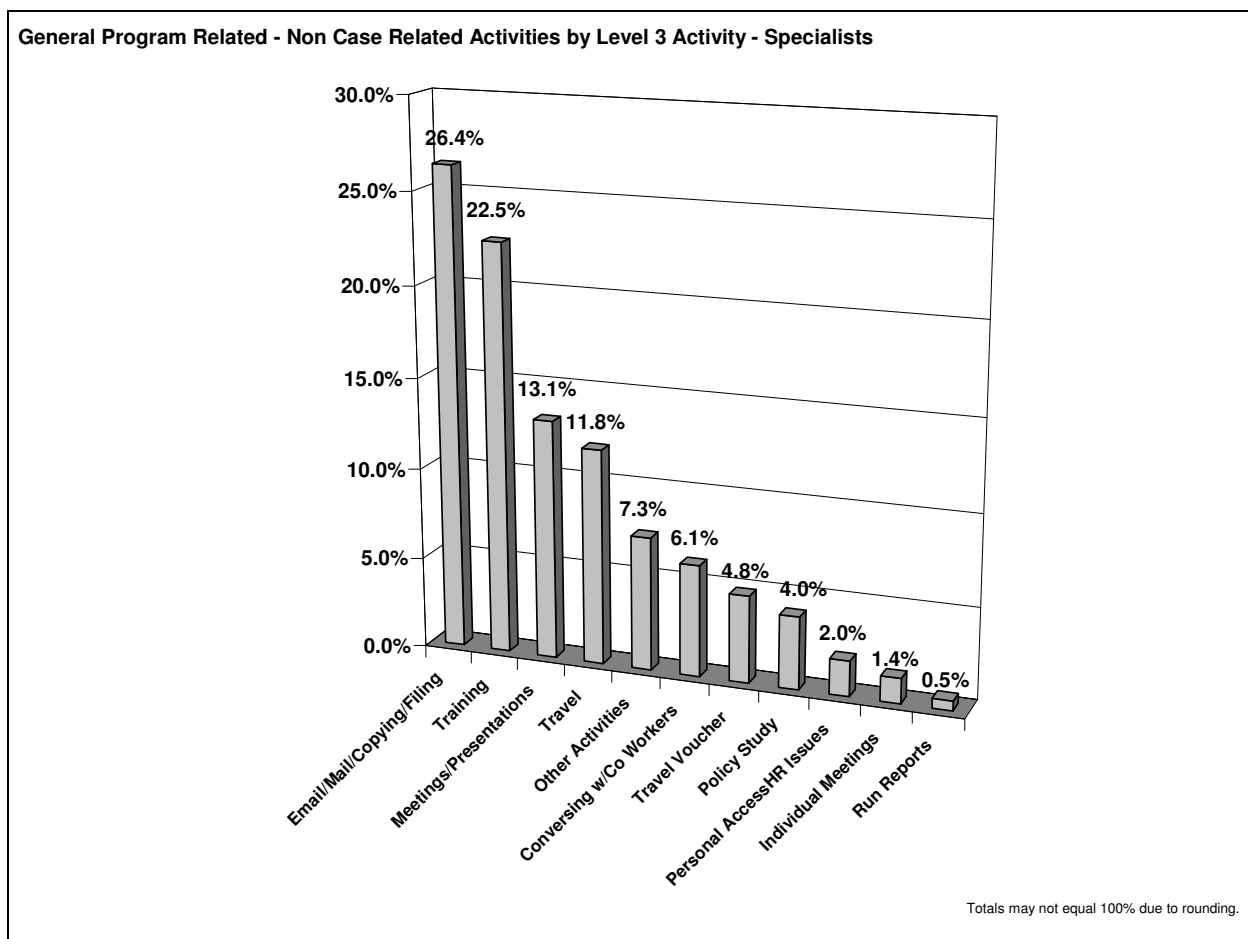
Figure 20: General Program Related – Non Case Related Activities by Level 3 Activity

- Participants conducting financial reviews for a special project were advised in their training session to report time spent on this project as Policy Study.

---

[9] Early in the WMS, some participants selected Email/Mail/Copying/Filing when the activity was case-related. The WMS training session was modified to advise participants to code case-related email/filing/copying within Referral or Guardianship.

General Program Related – Supervisory Activities by Level 3 Activity

Supervisory Activities comprised 1.1% of time spent by Specialists within General Program Related. Of the 2,270 General Program Related time samples collected, Supervisory Activities accounted for 24.

There were four (4) possible Level 3 activity selections corresponding to Supervisory Activities. Only those Specialists serving in a supervisory capacity were advised to use this category.

For this report, Level 3 selections of "Consult" for supervisors *providing* consultation are shown as "Supervisory Consult" to distinguish this activity separately from Specialists *seeking* consultation.

Calculated within Supervisory Activities time samples:

- Supervisory Consult represented 79.2% of time spent by Specialists.

- Caseload Management comprised 20.8% of time spent.

- Quality Assurance and Supervisor AccessHR were not selected and therefore not shown in Figure 21.

Figure 21 provides the percentage of time spent within each Supervisory Activities Level 3 activity for Specialists.
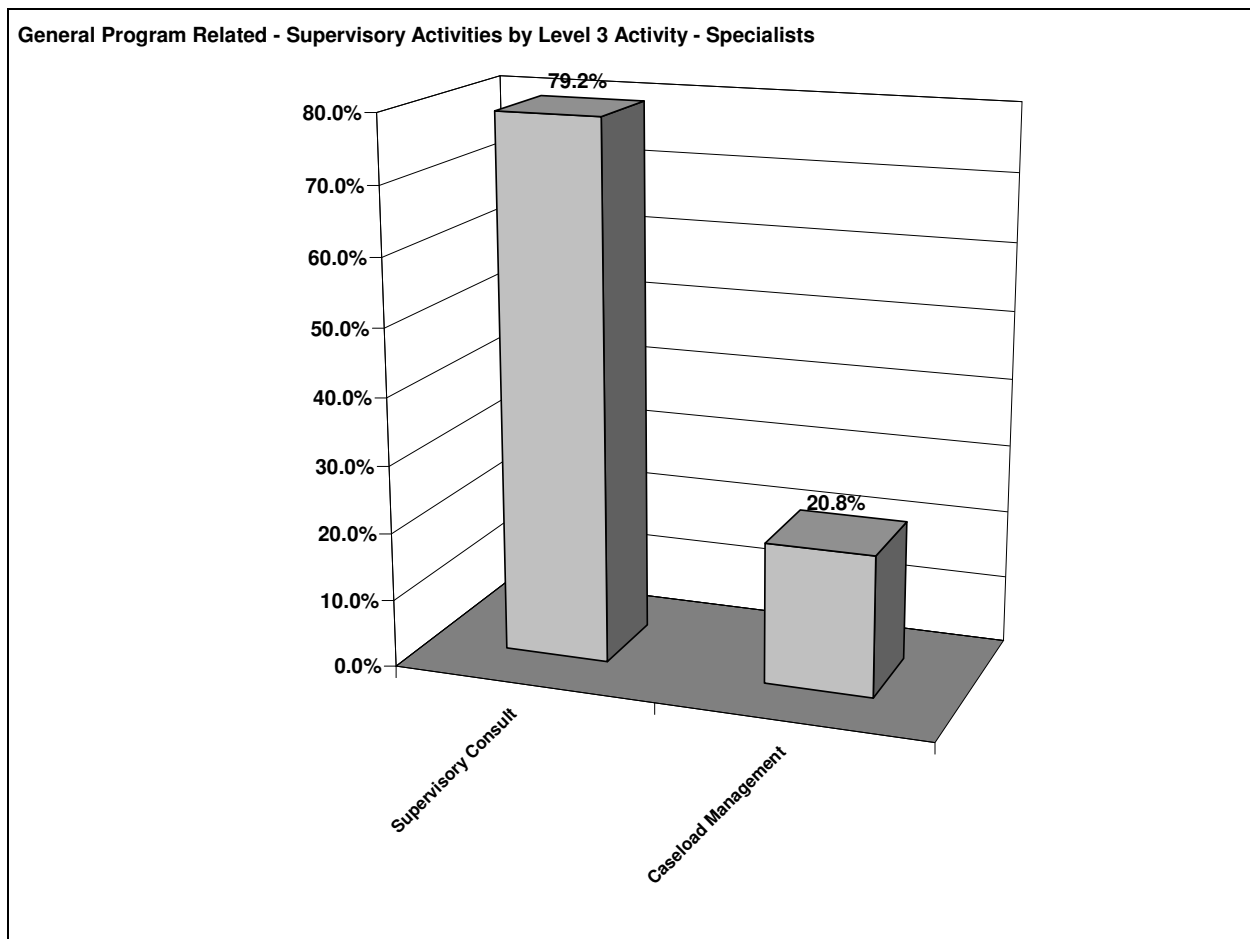
Figure 21: General Program Related – Supervisory Activities by Level 3 Activity

REGIONAL RESULTS
STANDARD TIMES AND PERCENTAGE OF TIME

REGIONAL RESULTS – STANDARD TIMES AND PERCENTAGE OF TIME

Regional Standard Times

Standard times[10] determined for the regions are summarized in the following tables:

Regional Referral Standard Times

Referral	APS	CPS	Other	Application Process
Region 01/10	10:58	NS	NS	NS
Region 02	NS	NS	NS	NS
Region 03	10:25	NS	NS	NS
Region 04	NS	NS	NS	NS
Region 05	NS	NS	NS	NS
Region 06	NS	NS	NS	NS
Region 07	NS	NS	NS	NS
Region 08	7:01	NS	NS	NS
Region 09	NS	NS	NS	NS
Region 11	NS	NS	NS	NS
Table 3: Regional – Referral Standard Times				

Regional Guardianship Standard Times

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 01/10	NS	NS	NS	48:44	5:15	NS
Region 02	NS	NS	NS	65:41	3:39	NS
Region 03	NS	NS	NS	80:37	7:38	NS
Region 04	NS	69:21	NS	67:34	3:44	NS
Region 05	NS	NS	NS	NS	NS	NS
Region 06	NS	NS	46:05	41:02	1:56	NS
Region 07	NS	NS	NS	40:55	6:49	NS
Region 08	NS	NS	NS	90:59	14:14	NS
Region 09	NS	52:54	NS	64:36	5:05	NS
Region 11	NS	NS	NS	NS	NS	NS
Table 4: Regional – Guardianship Standard Times						

---

[10] Where data is insufficient for a reliable standard time calculation, NS (not sufficient) is shown.

Region 01/10 – Percentage of Time

Region 01/10 - Level 1 Percentage of Time - Specialists

Non Work
2.4%

Referral
17.1%

General Program
Related
24.1%

Guardianship
56.5%

Totals may not equal 100% due to rounding.
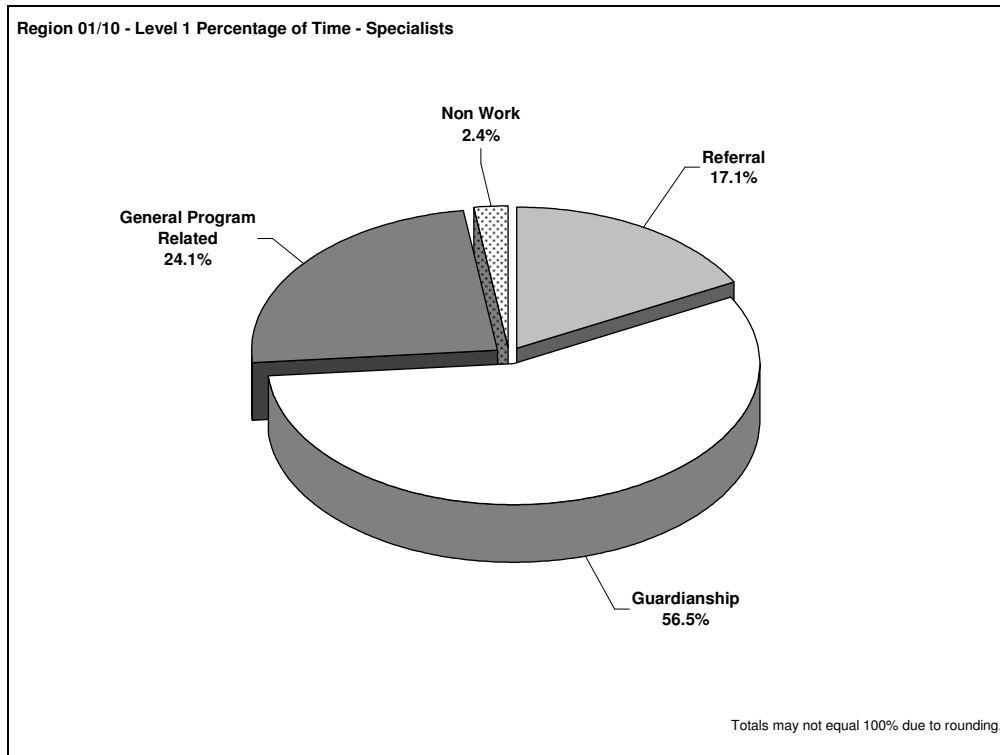
Figure 22: Region 01/10 – Level 1 Percentage of Time

Region 01/10 - Level 2 Percentage of Time - Specialists

Supervisory Activities
0.0%

No Case Action
2.4%

APS
13.9%

CPS
0.7%

Other
0.0%

Non Case Related
Activities
24.1%

Application Process
2.5%

Case Initiation
0.6%

Case Closure
0.2%

Legal Activities
5.4%

Institutional Case Mgmt
24.9%

Community Case Mgmt
25.4%

Totals may not equal 100% due to rounding.

Figure 23: Region 01/10 – Level 2 Percentage of Time

Region 01/10 - Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
General Person Activities	17.5%
Monthly Contact	10.1%
Travel	10.1%
IMPACT/IGOR/Case Files	9.0%
Assessment	8.9%
Email/Mail/Copying/Filing	8.1%
General Estate Issues	7.4%
Conversing w/Co Workers	4.9%
Meetings/Presentations	3.3%
Consult	2.4%

Figure 24: Region 01/10 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 01/10 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 01/10	10:58	NS	NS	NS
Table 5: Region 01/10 – Referral Standard Times				

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 01/10	NS	NS	NS	48:44	5:15	NS
Table 6: Region 01/10 – Guardianship Standard Times						

Region 02 – Percentage of Time

Region 02 - Level 1 Percentage of Time - Specialists

Non Work
0.3%

Referral
10.8%

General Program Related
16.8%

Guardianship
72.2%

Totals may not equal 100% due to rounding.
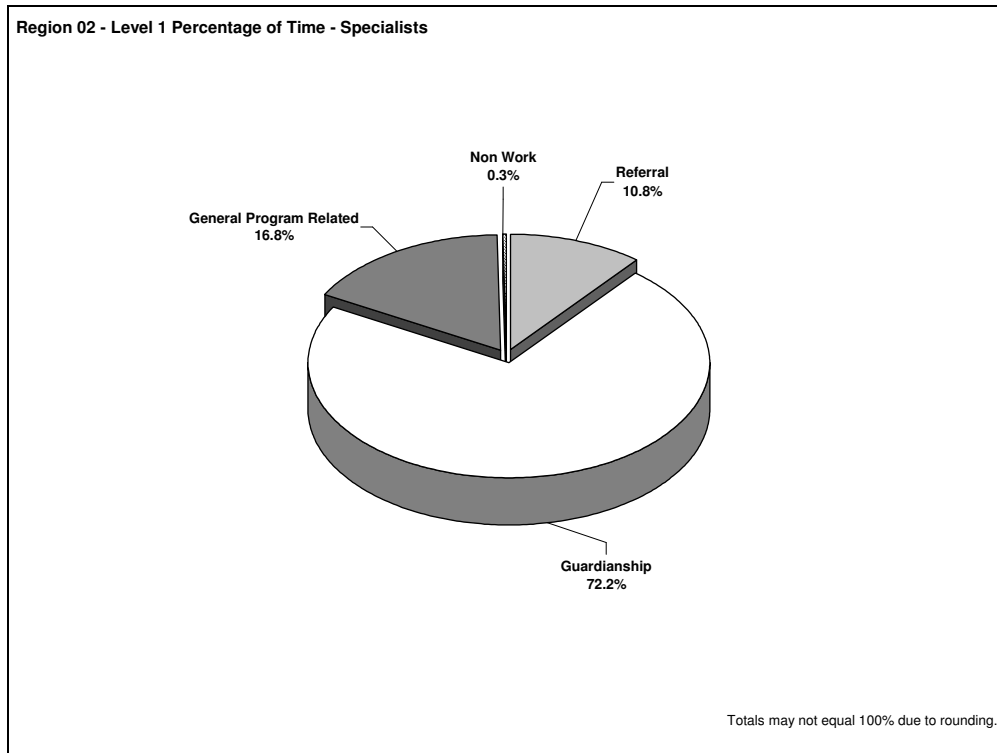
Figure 25: Region 02 – Level 1 Percentage of Time

Region 02 - Level 2 Percentage of Time - Specialists

Supervisory Activities
0.0%

No Case Action
0.3%

APS
9.0%

CPS
1.0%

Other
0.0%

Non Case Related
Activities
16.8%

Application Process
0.8%

Case Closure
0.0%

Case Initiation
0.0%

Legal Activities
3.8%

Institutional Case Mgmt
36.4%

Community Case Mgmt
32.0%

Totals may not equal 100% due to rounding.

Figure 26: Region 02 – Level 2 Percentage of Time

36

Figure 27: Region 02 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 02 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 02	NS	NS	NS	NS
Table 7: Region 02 – Referral Standard Times				

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 02	NS	NS	NS	65:41	3:39	NS
Table 8: Region 02 – Guardianship Standard Times						

Region 03 – Percentage of Time

Region 03 - Level 1 Percentage of Time - Specialists

Non Work
1.6%

Referral
14.5%

General Program
Related
18.0%

Guardianship
65.9%
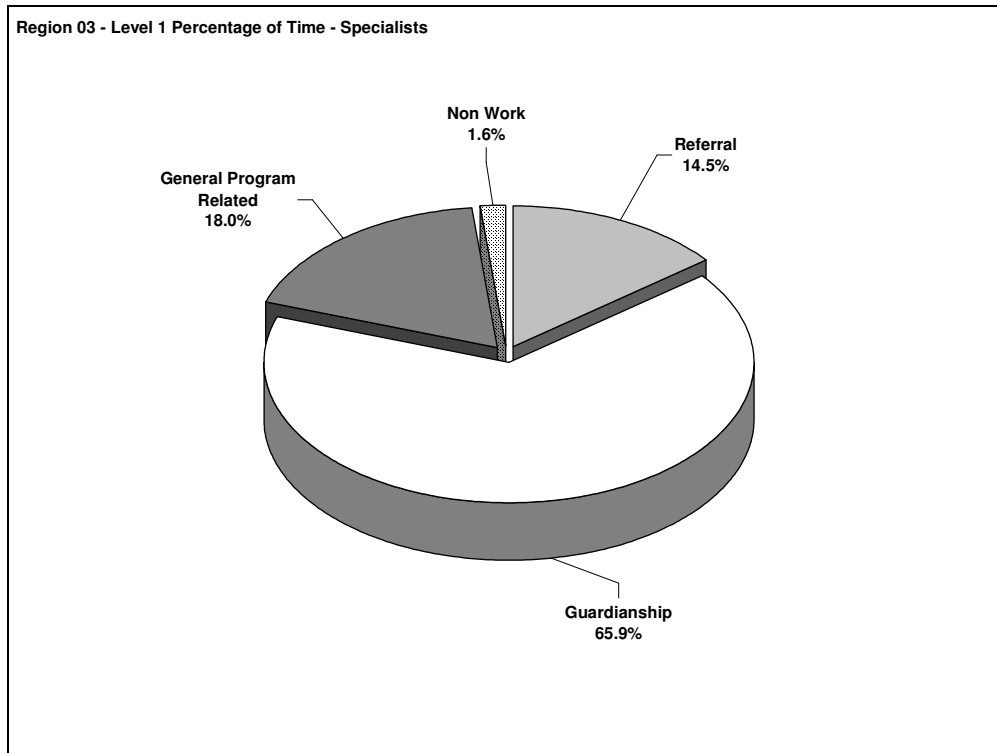
Figure 28: Region 03 – Level 1 Percentage of Time

Region 03 - Level 2 Percentage of Time - Specialists

Supervisory Activities
0.0%

No Case Action
1.6%

APS
9.3%

CPS
1.7%

Other
1.5%

Non Case Related
Activities
18.0%

Application Process
2.0%

Case Closure
1.3%

Case Initiation
0.8%

Legal Activities
5.5%

Institutional Case Mgmt
24.4%

Community Case Mgmt
33.9%

Figure 29: Region 03 – Level 2 Percentage of Time

Region 03 - Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
General Person Activities	17.9%
IMPACT/IGOR/Case Files	13.1%
Monthly Contact	12.1%
Travel	9.1%
General Estate Issues	7.6%
Email/Mail/Copying/Filing	7.2%
Assessment	4.3%
Other Activities	2.6%
Consult	2.3%
Initial Research	2.0%

Figure 30: Region 03 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 03 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 03	10:25	NS	NS	NS
Table 9: Region 03 – Referral Standard Times				

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 03	NS	NS	NS	80:37	7:38	NS
Table 10: Region 03 – Guardianship Standard Times						

Region 04 – Percentage of Time

Region 04 - Level 1 Percentage of Time - Specialists

Non Work
4.0%

Referral
11.4%

General Program
Related
12.9%

Guardianship
71.8%

Totals may not equal 100% due to rounding.
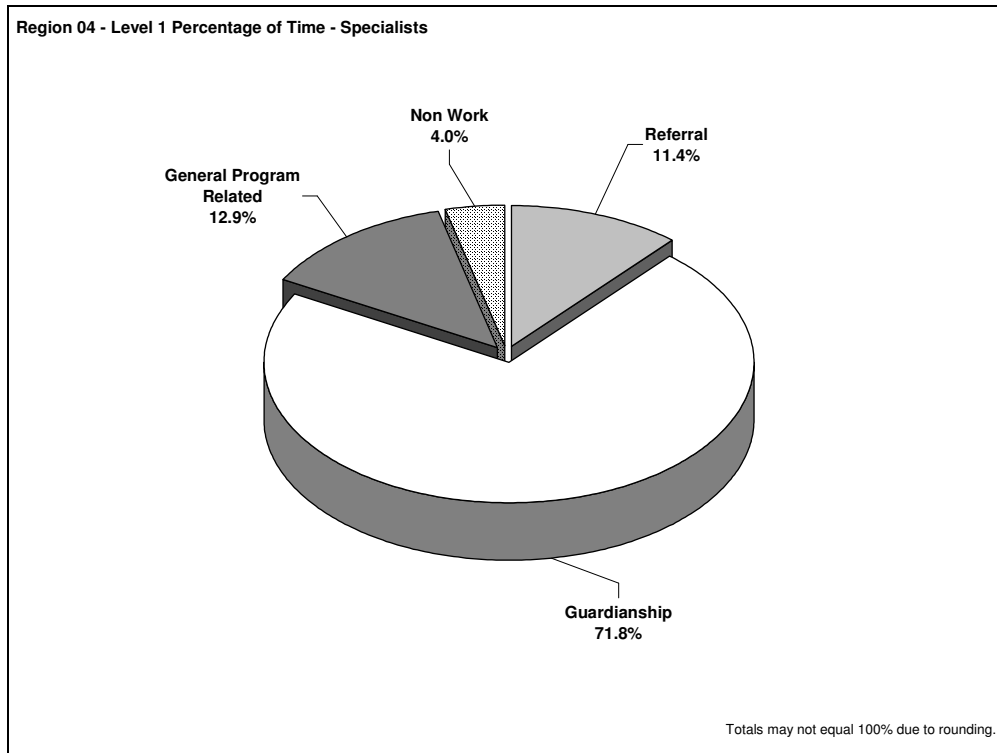
Figure 31: Region 04 – Level 1 Percentage of Time

Region 04 - Level 2 Percentage of Time - Specialists

Supervisory Activities
0.0%

No Case Action
4.0%

APS
8.8%

CPS
2.5%

Other
0.0%

Non Case Related
Activities
12.9%

Application Process
0.1%

Case Closure
0.0%

Case Initiation
0.0%

Legal Activities
3.8%

Community Case Mgmt
17.2%

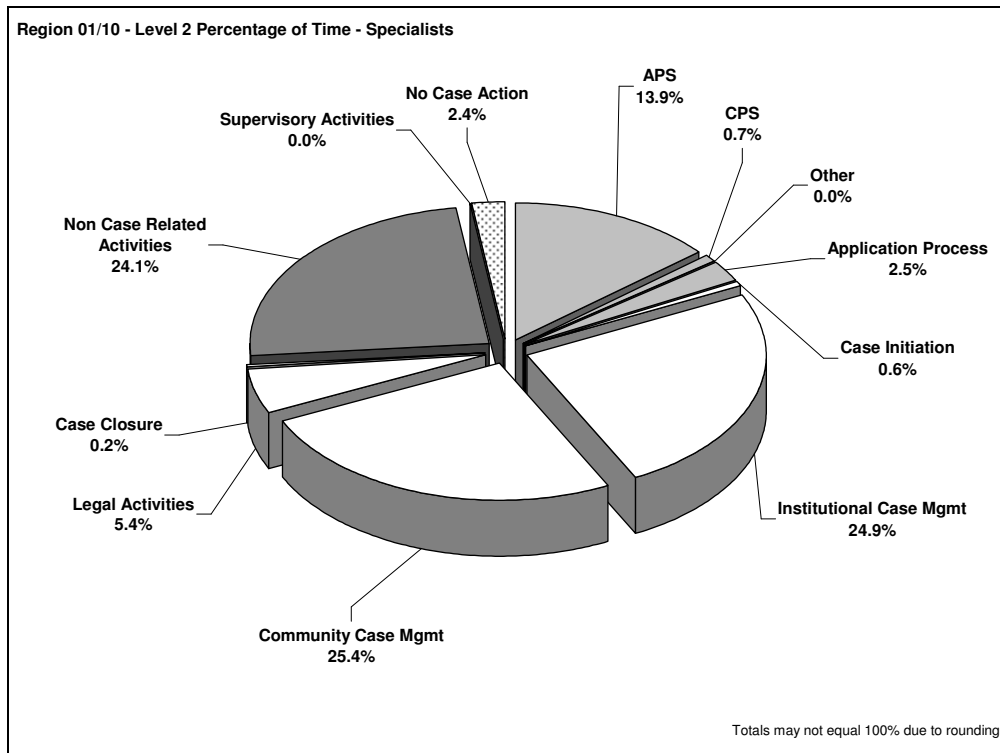Institutional Case Mgmt
50.7%
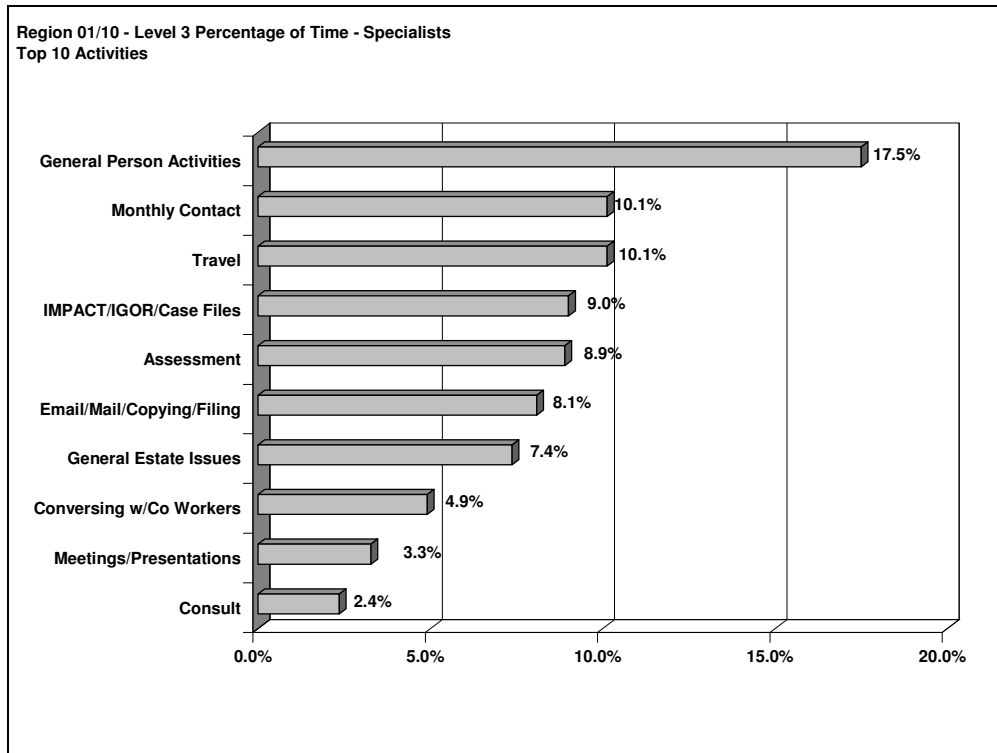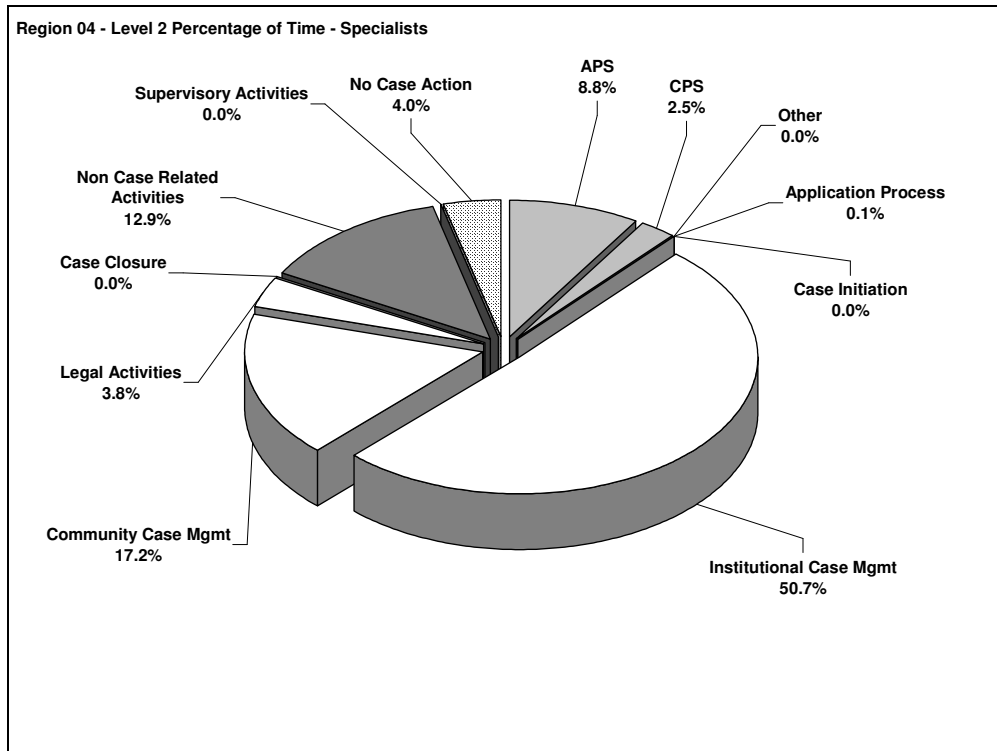
Figure 32: Region 04 – Level 2 Percentage of Time

Figure 33: Region 04 – Level 3 Percentage of Time

• Appendix F provides a summary of all Level 3 activities for the region.

Region 04 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 04	NS	NS	NS	NS

Table 11: Region 04 – Referral Standard Times

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 04	NS	69:21	NS	67:34	3:44	NS

Table 12: Region 04 – Guardianship Standard Times

Region 05 – Percentage of Time

Region 05 - Level 1 Percentage of Time - Specialists
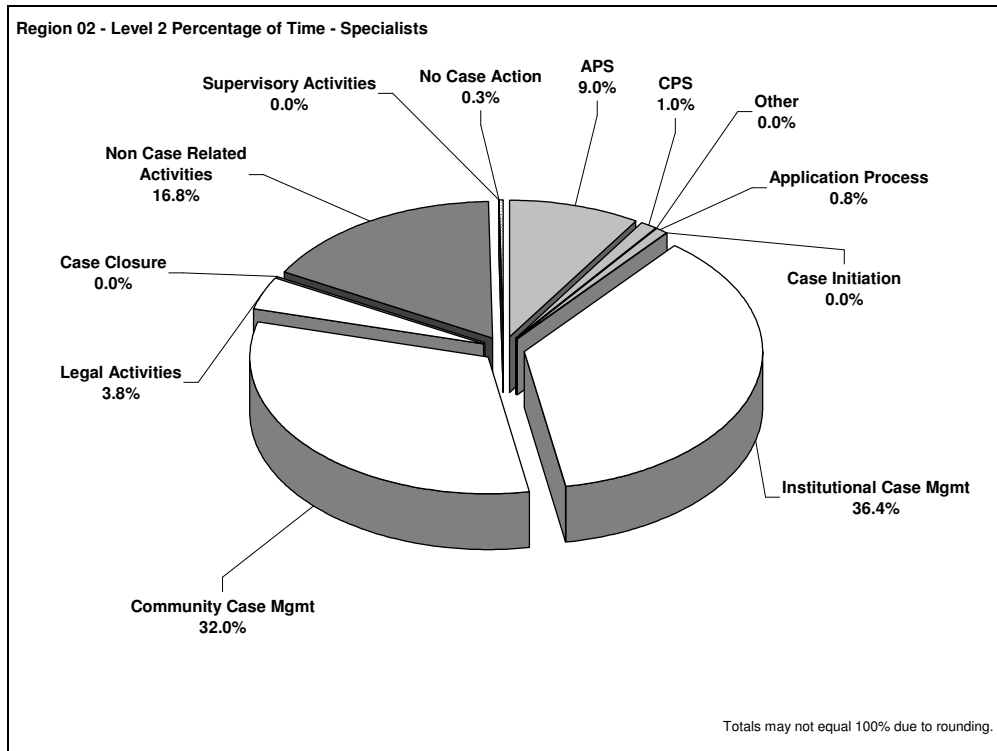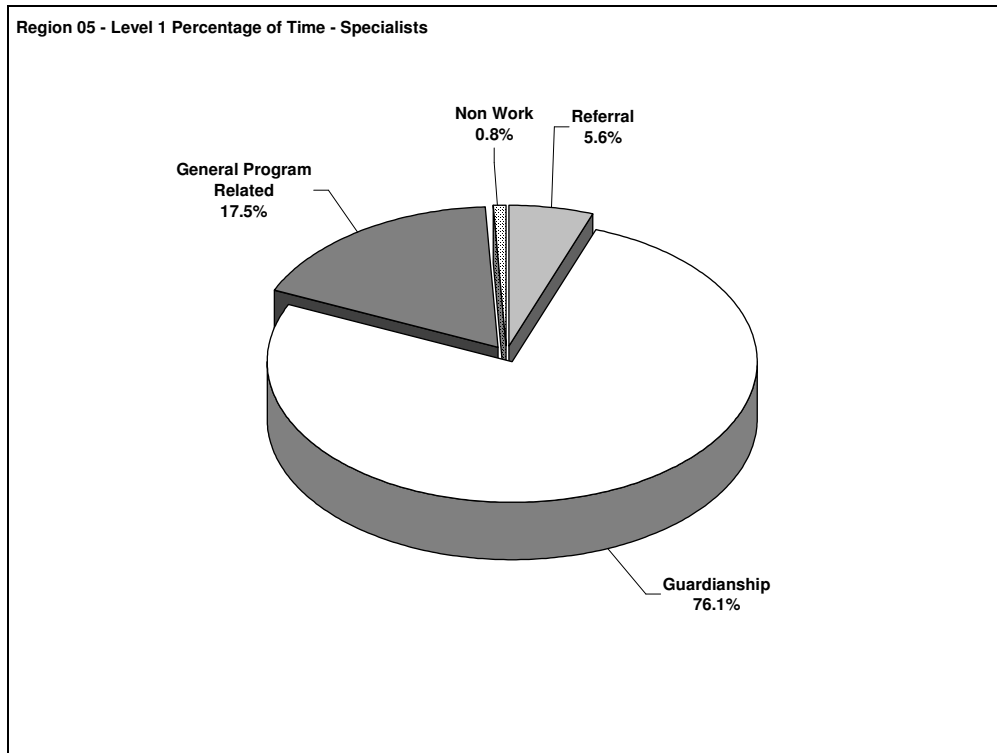

Figure 34: Region 05 – Level 1 Percentage of Time

Region 05 - Level 2 Percentage of Time - Specialists

Totals may not equal 100% due to rounding.

Figure 35: Region 05 – Level 2 Percentage of Time

Region 05 - Level 3 Percentage of Time - Specialists
Top 10 Activities

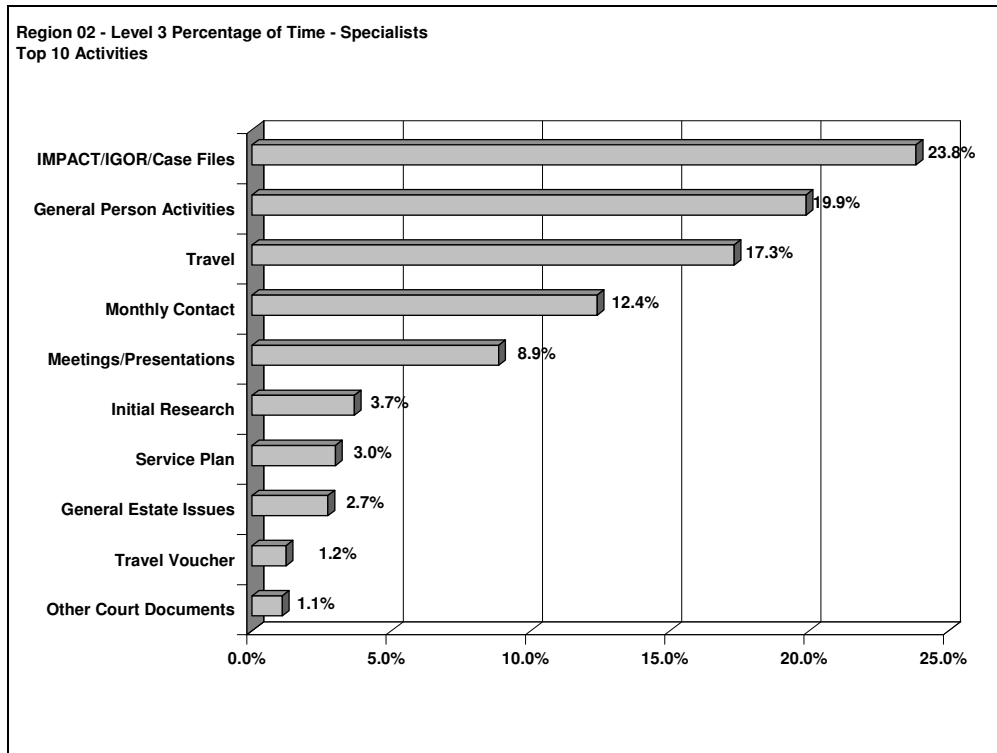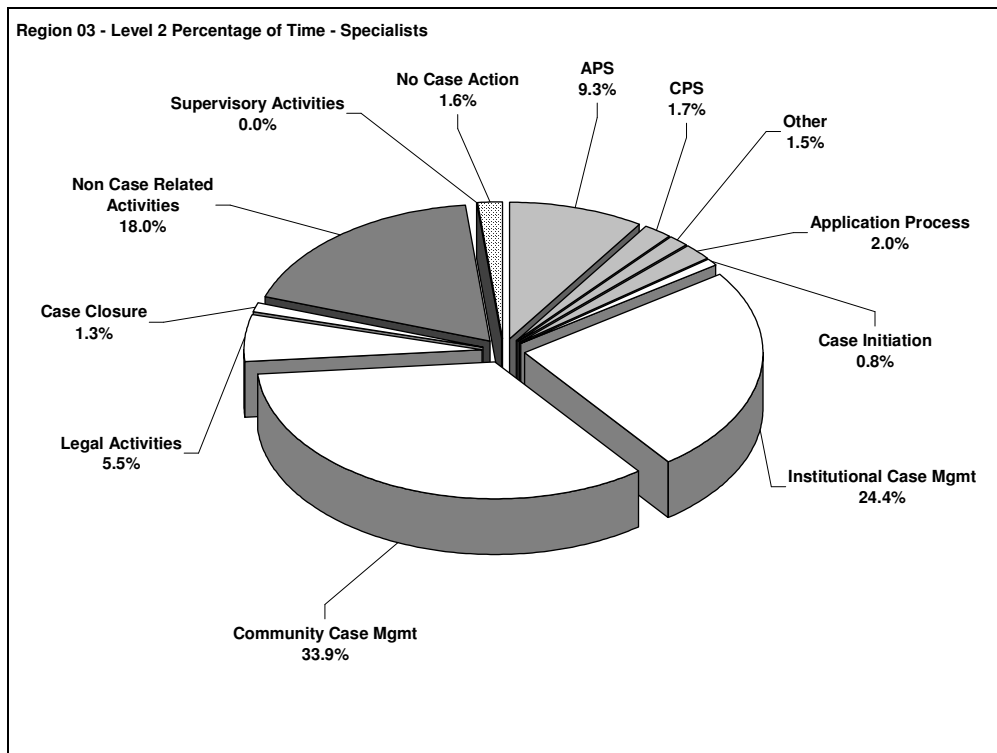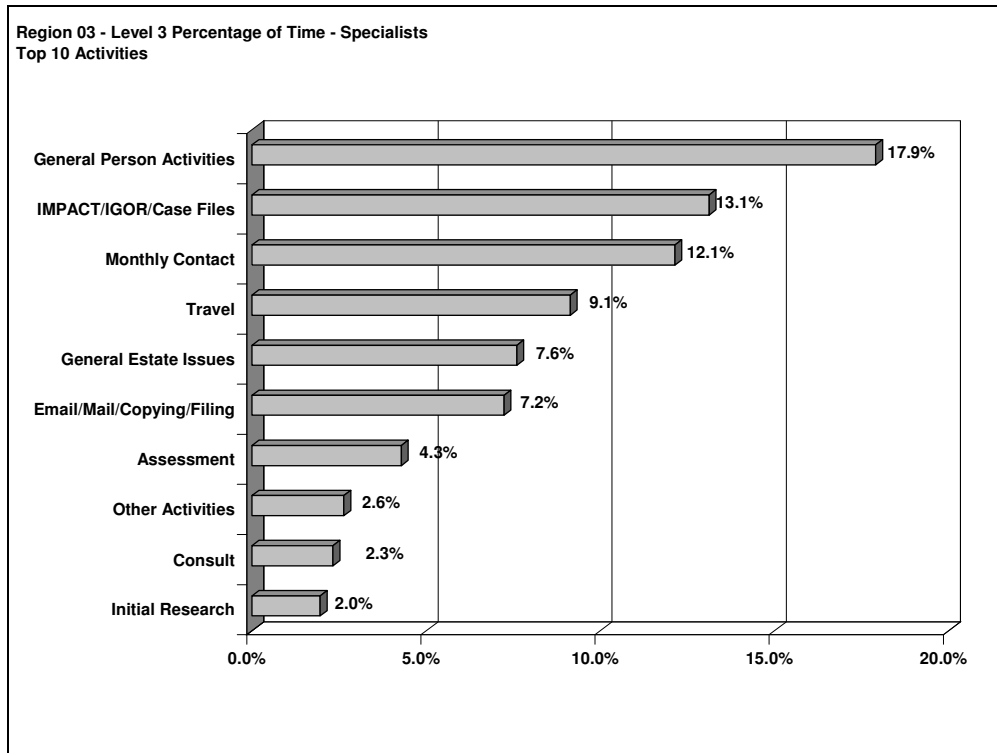| Activity	Percentage
IMPACT/IGOR/Case Files	24.3%
General Person Activities	12.8%
Monthly Contact	12.4%
Email/Mail/Copying/Filing	6.5%
Travel	6.1%
Service Plan	4.5%
Meetings/Presentations	4.3%
Other Court Documents	4.1%
General Estate Issues	3.6%
Annual Report	2.8%

Figure 36: Region 05 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 05 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 05	NS	NS	NS	NS
Table 13: Region 05 – Referral Standard Times				

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 05	NS	NS	NS	NS	NS	NS
Table 14: Region 05 – Guardianship Standard Times						

Region 06 – Percentage of Time

Region 06 - Level 1 Percentage of Time - Specialists

Non Work
3.8%

Referral
6.2%

General Program
Related
25.6%

Guardianship
64.5%

Totals may not equal 100% due to rounding.

Figure 37: Region 06 – Level 1 Percentage of Time

Region 06 - Level 2 Percentage of Time - Specialists

APS
4.7%

CPS
0.8%

Other
0.0%

No Case Action
3.8%

Supervisory Activities
0.6%

Application Process
0.6%

Non Case Related
Activities
25.0%

Case Initiation
1.6%

Institutional Case Mgmt
23.6%

Case Closure
0.8%

Legal Activities
2.8%

Community Case Mgmt
35.7%

Figure 38: Region 06 – Level 2 Percentage of Time

44

Region 06 - Level 3 Percentage of Time - Specialists
Top 10 Activities

Activity	Percentage
General Person Activities	20.9%
IMPACT/IGOR/Case Files	16.6%
Travel	14.8%
Training	13.6%
Monthly Contact	8.8%
Email/Mail/Copying/Filing	3.8%
Break	2.9%
General Estate Issues	2.5%
Annual Report	1.8%
Initial Research	1.7%

Figure 39: Region 06 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 06 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 06	NS	NS	NS	NS

Table 15: Region 06 – Referral Standard Times

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 06	NS	NS	46:05	41:02	1:56	NS

Table 16: Region 06 – Guardianship Standard Times

Region 07 – Percentage of Time

Region 07 - Level 1 Percentage of Time - Specialists
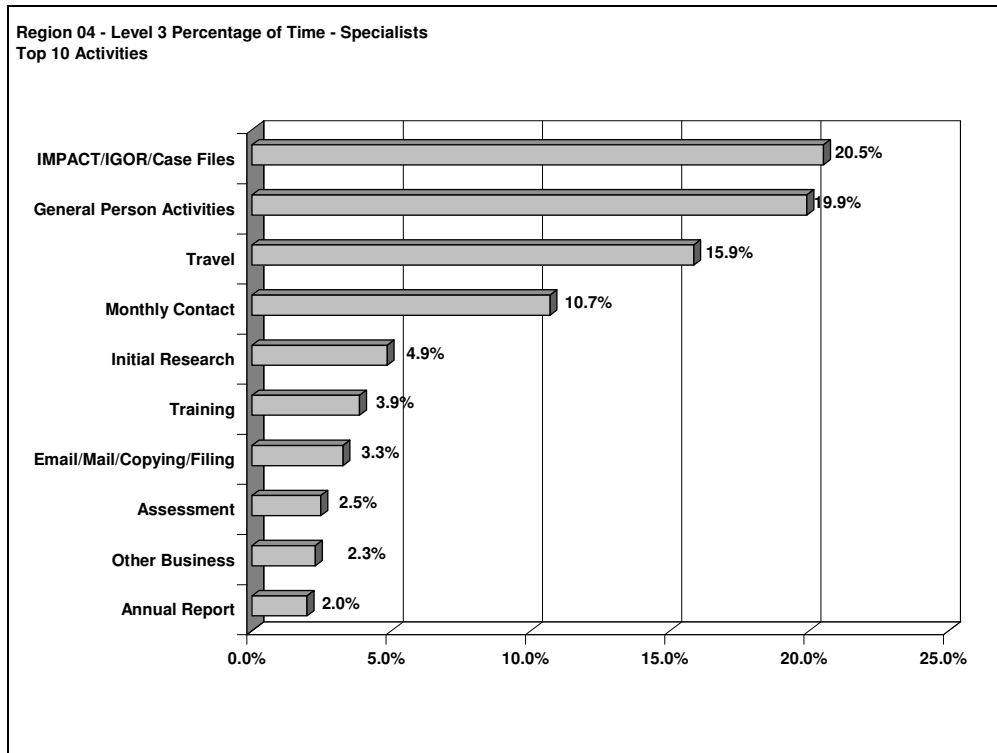
Non Work
0.2%

General Program
Related
19.6%

Referral
32.1%

Guardianship
48.1%

Figure 40: Region 07 – Level 1 Percentage of Time

Region 07 - Level 2 Percentage of Time - Specialists

Supervisory Activities
0.5%

No Case Action
0.2%

APS
18.9%

Non Case Related
Activities
19.2%

CPS
4.5%

Case Closure
0.1%

Other
0.3%

Legal Activities
6.7%

Application Process
8.4%

Case Initiation
1.0%

Community Case Mgmt
30.3%

Institutional Case Mgmt
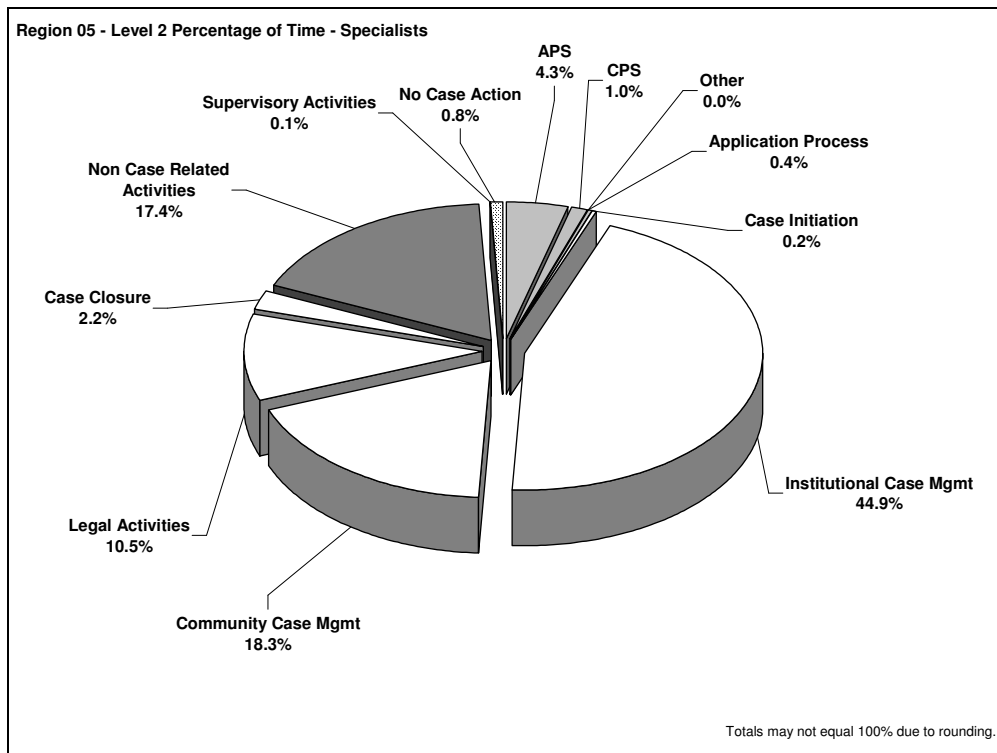10.0%

Totals may not equal 100% due to rounding.

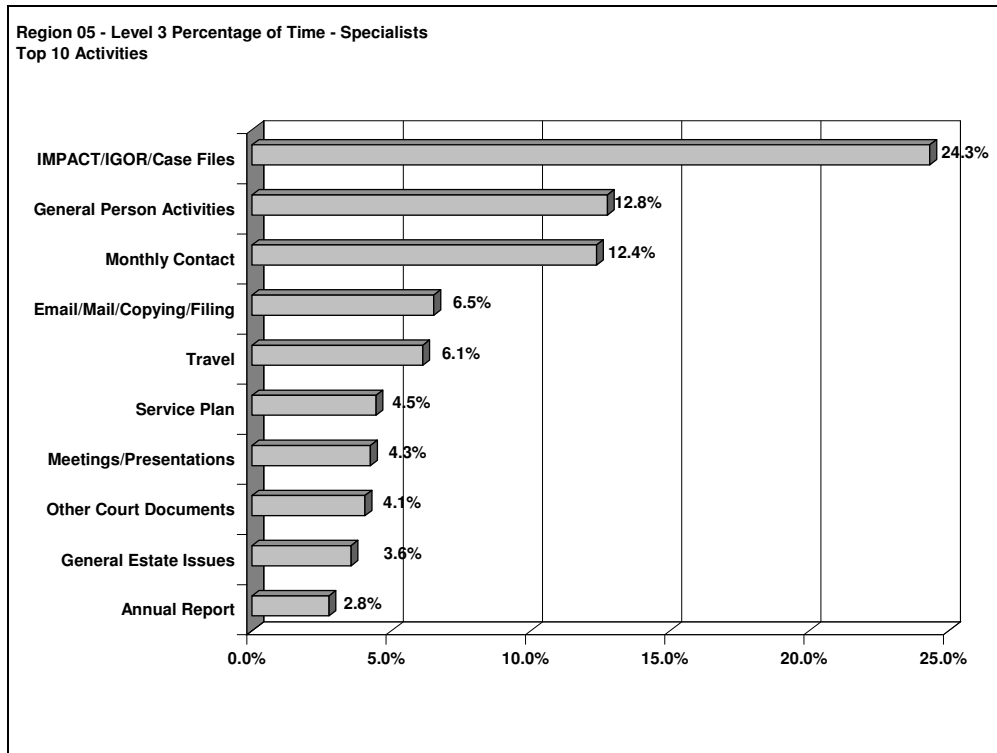**Figure 41: Region 07 – Level 2 Percentage of Time**

Figure 42: Region 07 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 07 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 07	NS	NS	NS	NS
Table 17: Region 07 – Referral Standard Times				

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 07	NS	NS	NS	40:55	6:49	NS
Table 18: Region 07 – Guardianship Standard Times						

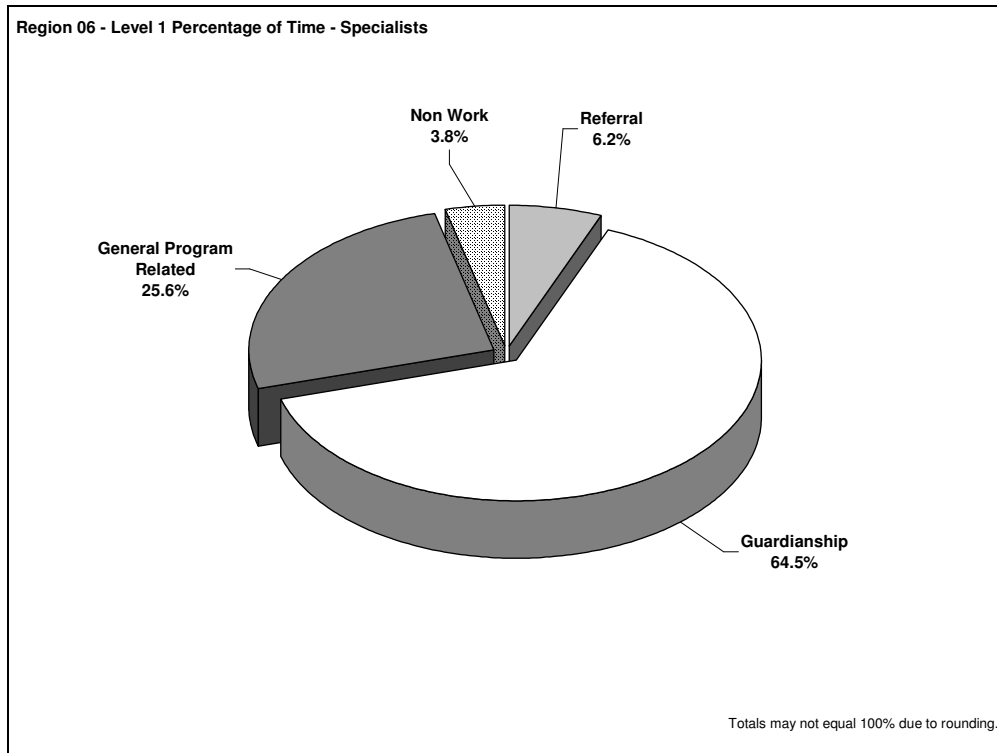## Region 08 – Percentage of Time
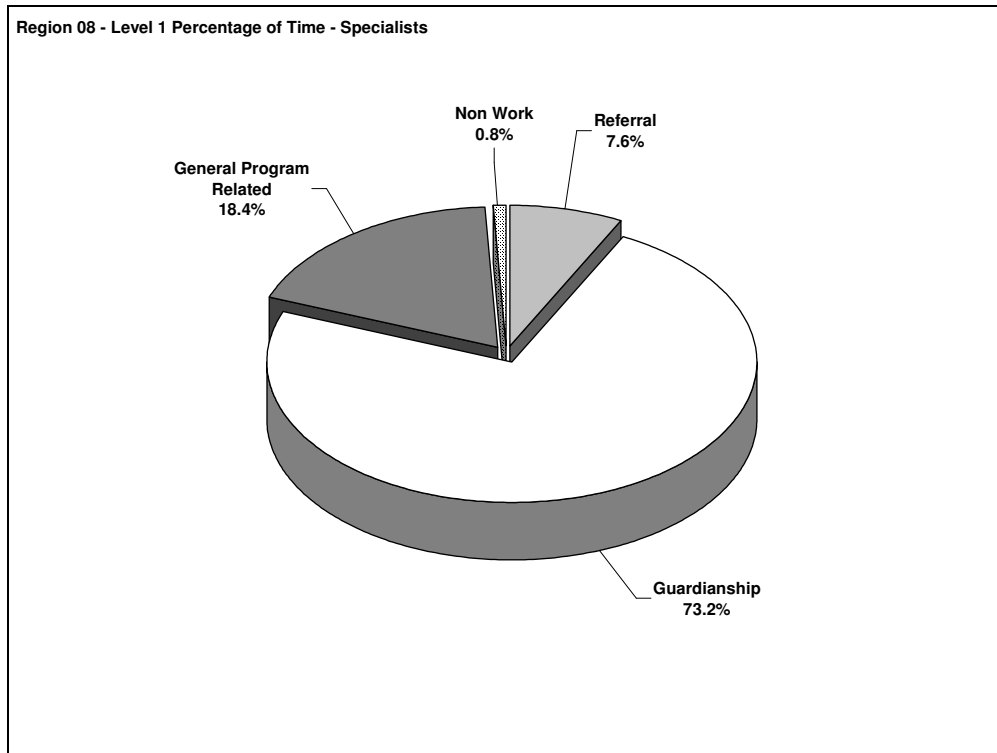
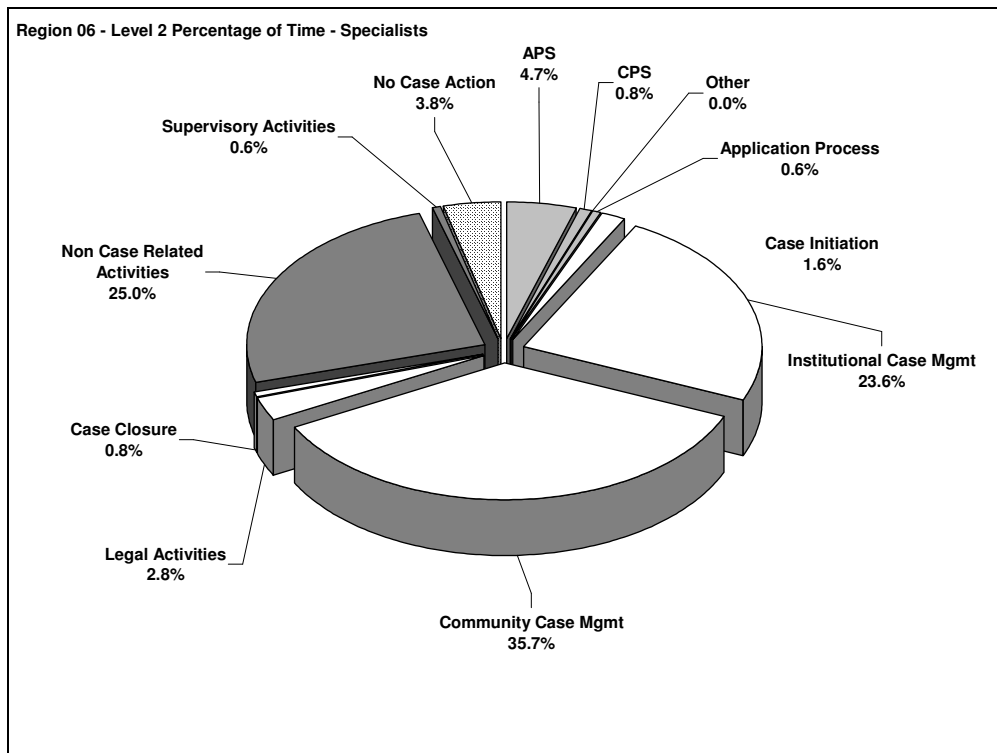**Figure 43: Region 08 – Level 1 Percentage of Time**

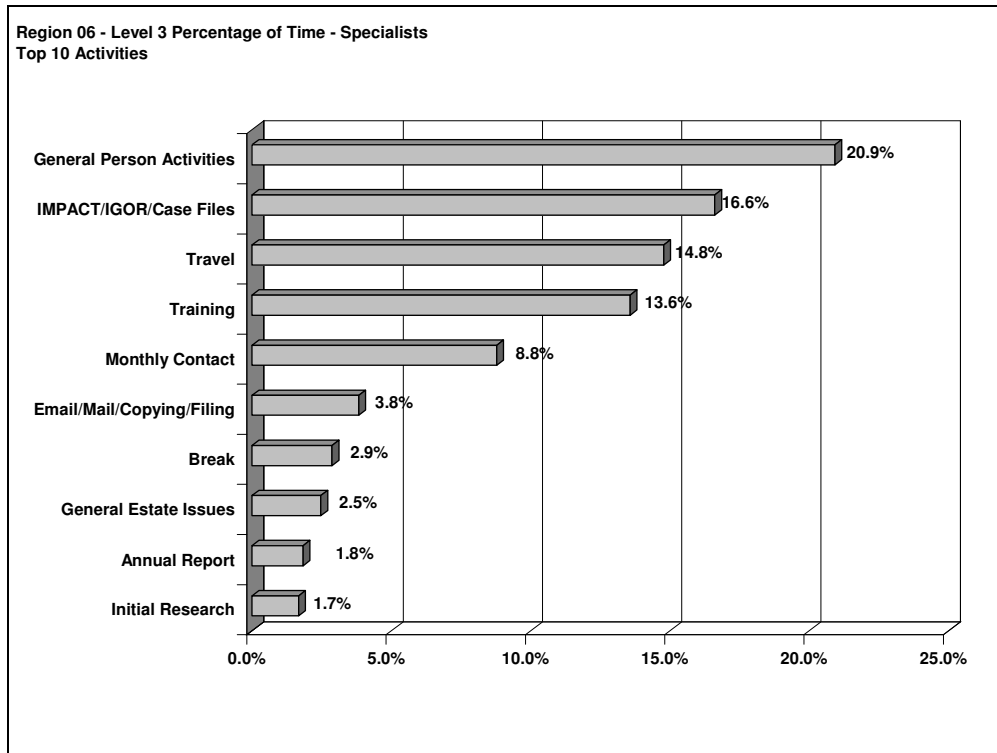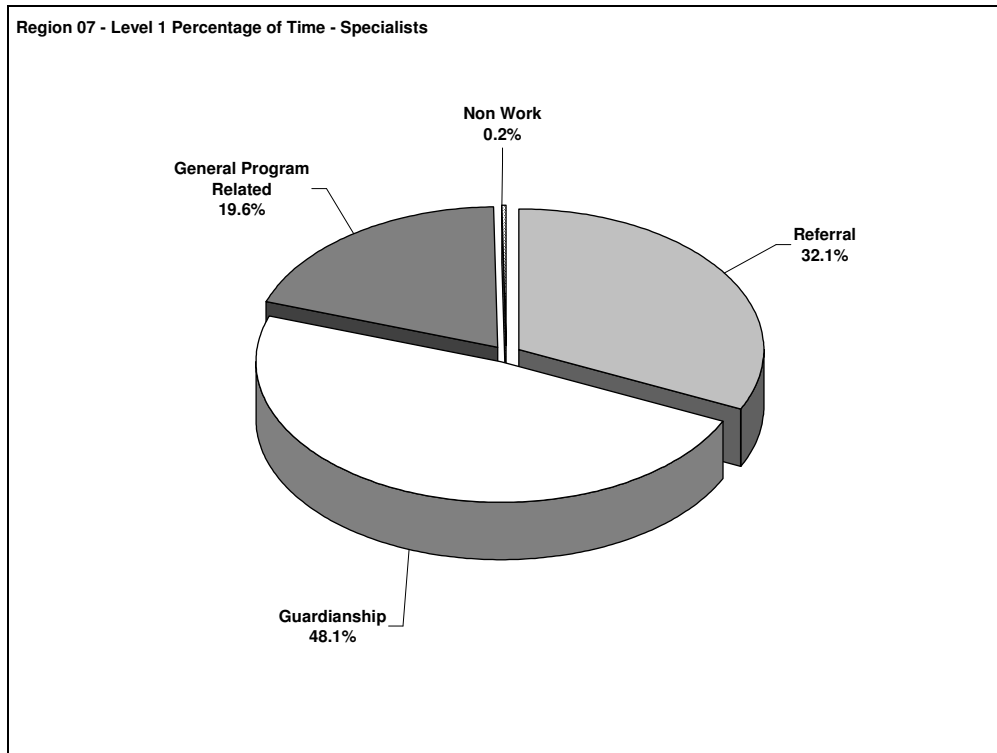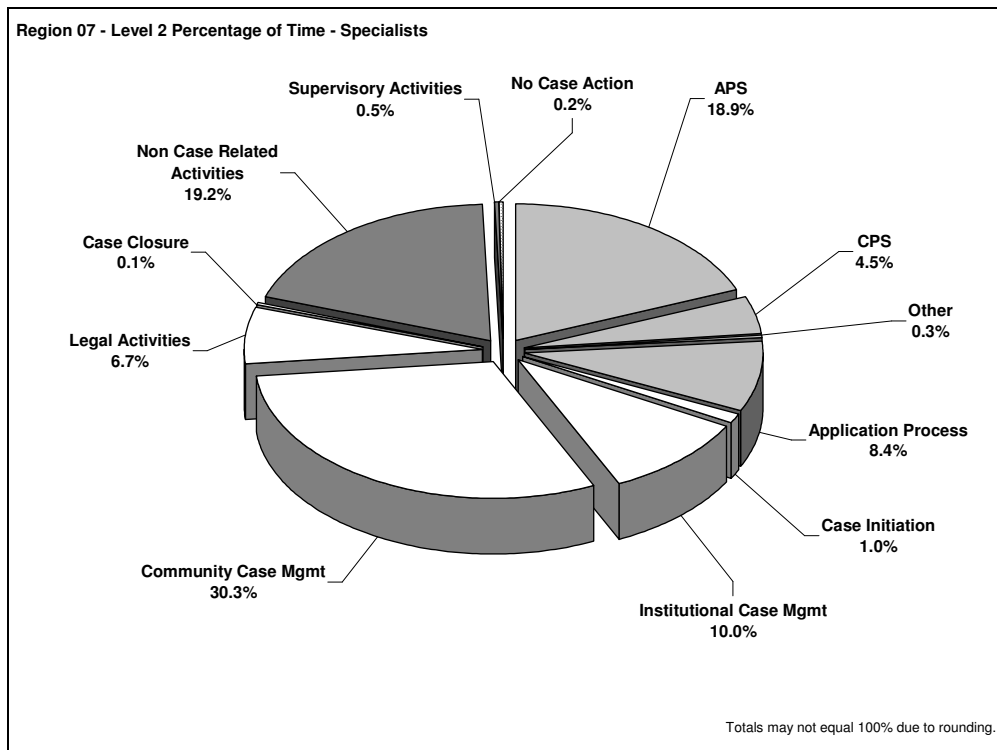**Figure 44: Region 08 – Level 2 Percentage of Time**

Figure 45: Region 08 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 08 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 08	7:01	NS	NS	NS

Table 19: Region 08 – Referral Standard Times

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 08	NS	NS	NS	90:59	14:14	NS

Table 20: Region 08 – Guardianship Standard Times

Region 09 – Percentage of Time

Region 09 - Level 1 Percentage of Time - Specialists

Non Work
2.3%

Referral
7.1%

General Program
Related
24.1%

Guardianship
66.4%

Totals may not equal 100% due to rounding.
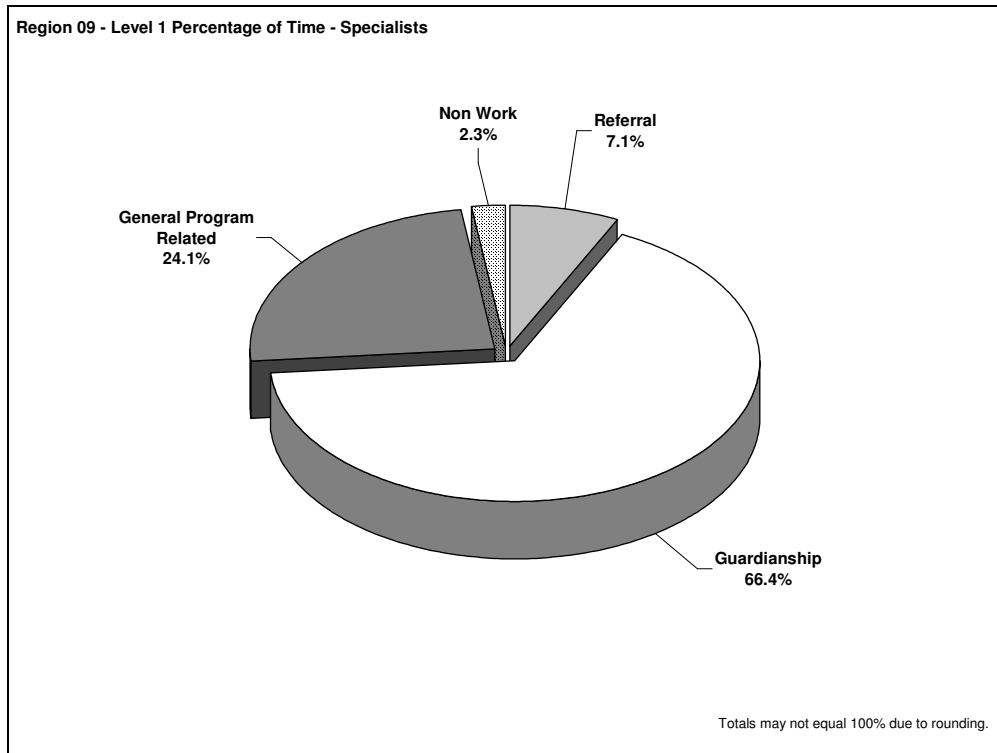
Figure 46: Region 09 – Level 1 Percentage of Time

Region 09 - Level 2 Percentage of Time - Specialists

No Case Action
2.3%

APS
3.7%

CPS
1.4%

Other
0.1%

Application Process
2.0%

Supervisory Activities
0.0%

Case Initiation
0.5%

Non Case Related
Activities
24.1%

Case Closure
0.4%

Legal Activities
4.8%

Community Case Mgmt
16.2%

Institutional Case Mgmt
44.5%

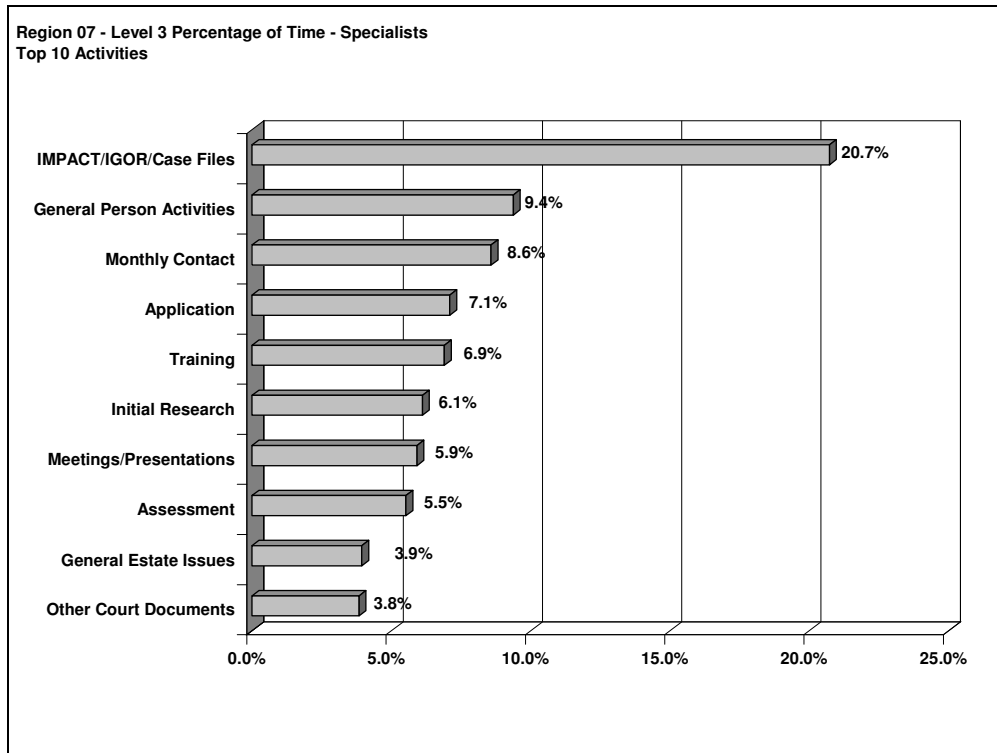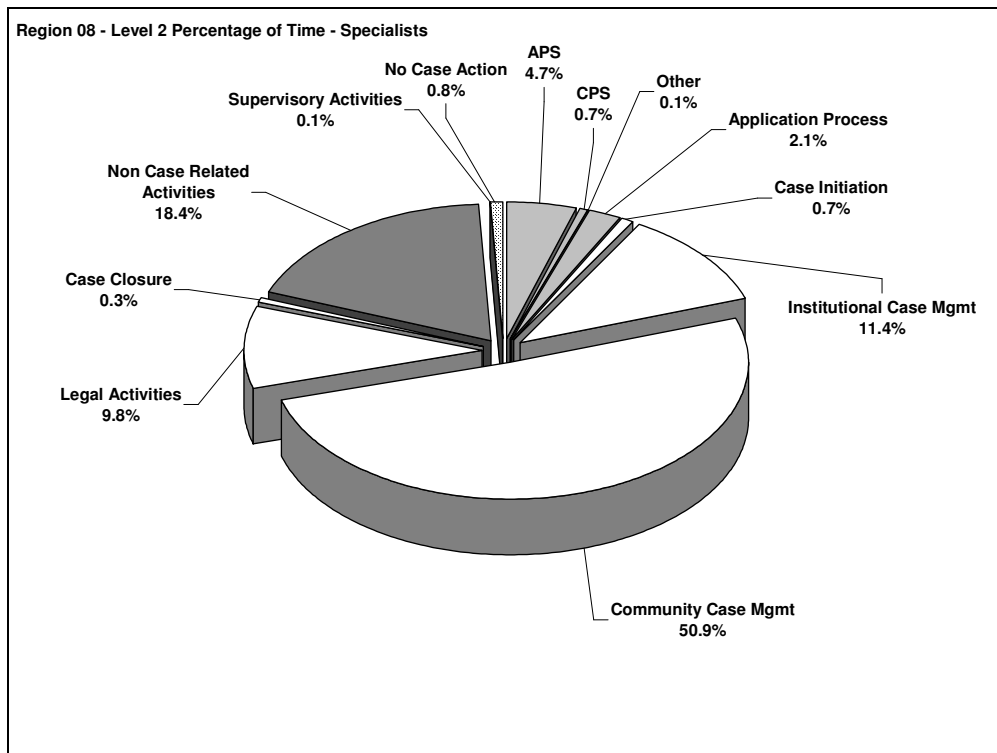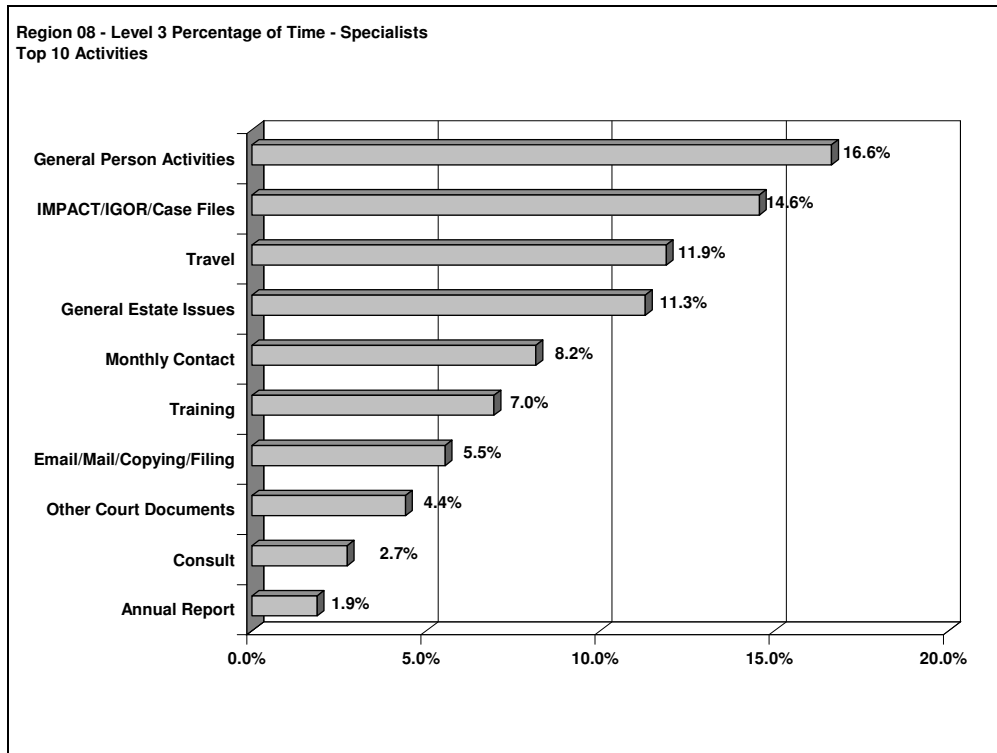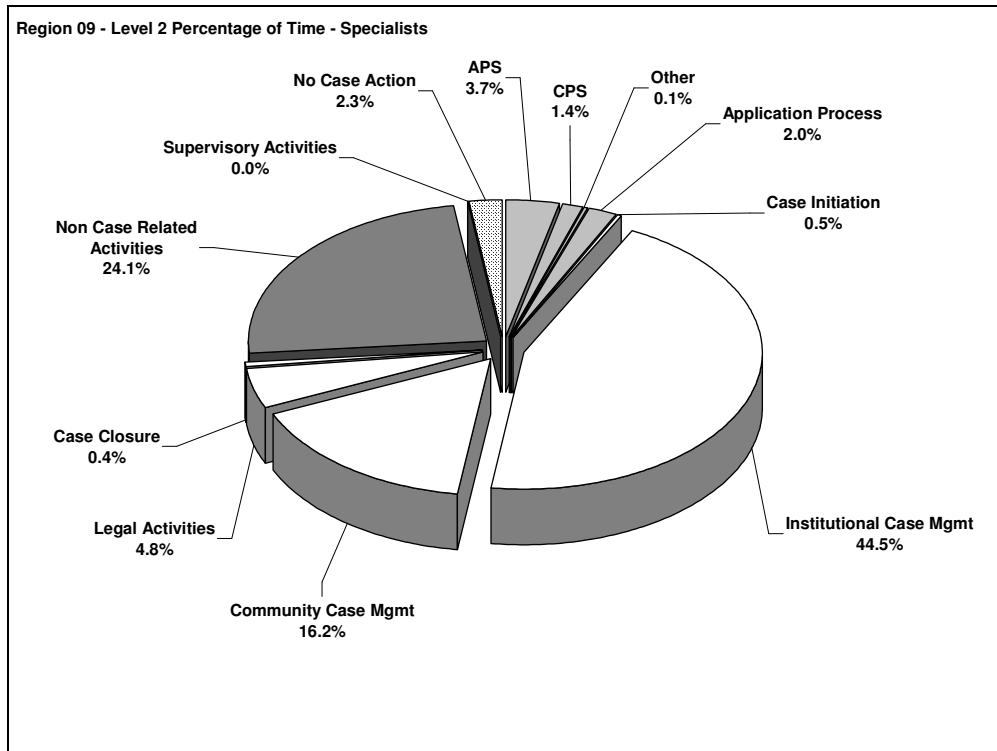**Figure 47: Region 09 – Level 2 Percentage of Time**

Figure 48: Region 09 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 09 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 09	NS	NS	NS	NS

<div align="center">Table 21: Region 09 – Referral Standard Times</div>

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 09	NS	52:54	NS	64:36	5:05	NS

<div align="center">Table 22: Region 09 – Guardianship Standard Times</div>

Region 11 – Percentage of Time

Region 11 - Level 1 Percentage of Time - Specialists

Non Work
1.1%

Referral
2.4%

General Program
Related
35.8%

Guardianship
60.8%

Totals may not equal 100% due to rounding.
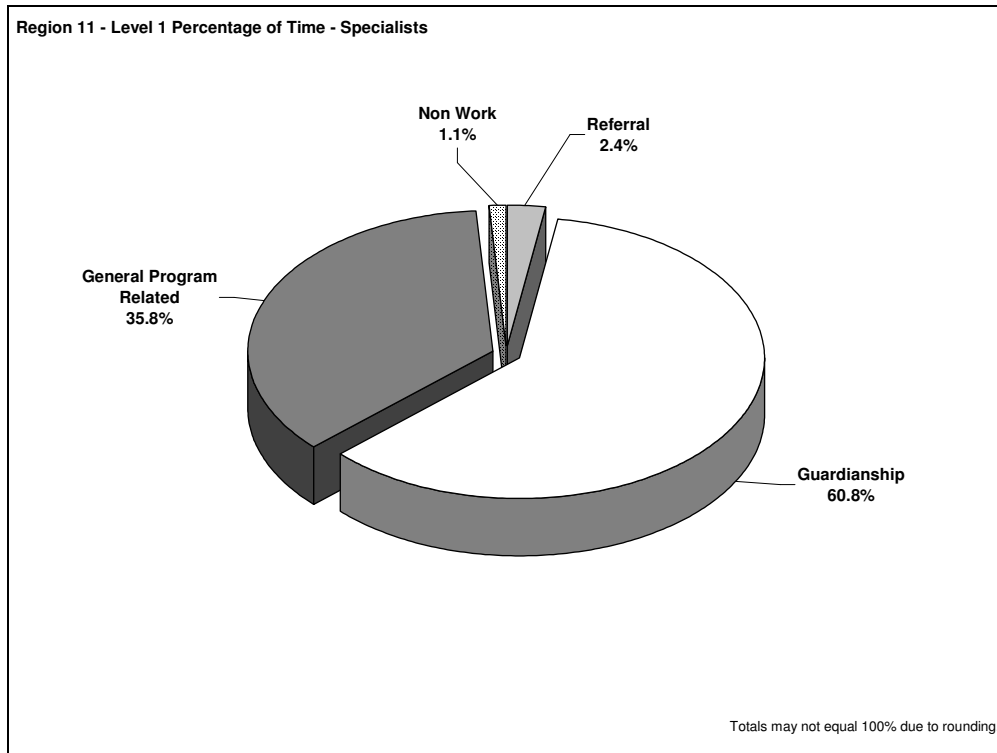
Figure 49: Region 11 – Level 1 Percentage of Time

Region 11 - Level 2 Percentage of Time - Specialists

CPS
0.1%

Other
0.0%

APS
2.0%

No Case Action
1.1%

Application Process
0.3%

Supervisory Activities
1.3%

Case Initiation
0.1%

Non Case Related
Activities
34.4%

Institutional Case Mgmt
22.9%

Community Case Mgmt
22.5%

Case Closure
0.0%

Legal Activities
15.3%
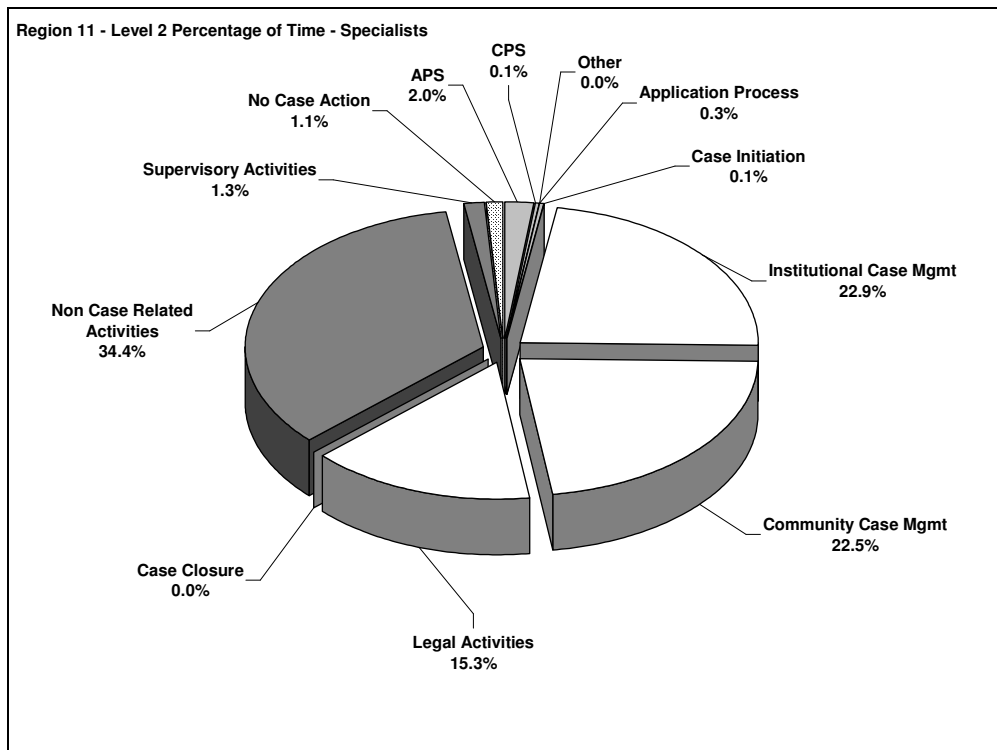
Figure 50: Region 11 – Level 2 Percentage of Time

Region 11 - Level 3 Percentage of Time - Specialists
Top 10 Activities

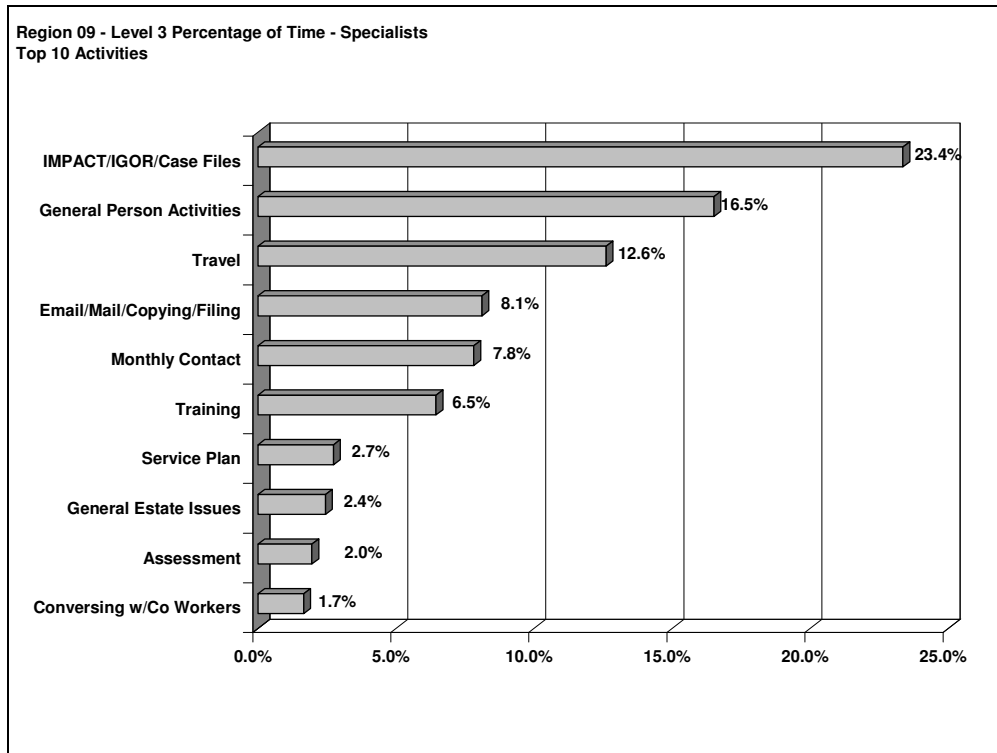| Activity	Percentage
General Person Activities	23.1%
Travel	16.8%
Policy Study	8.1%
Monthly Contact	7.8%
IMPACT/IGOR/Case Files	6.8%
Email/Mail/Copying/Filing	6.4%
Other Activities	4.8%
Other Court Documents	4.5%
Training	4.3%
Attorney Consult	3.3%
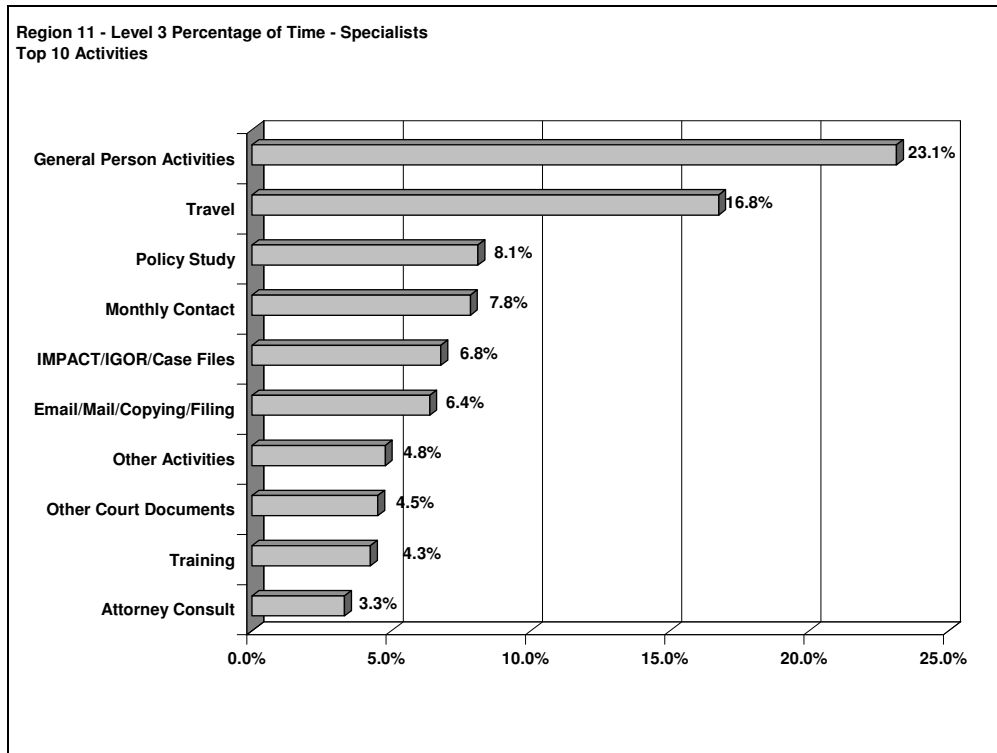
Figure 51: Region 11 – Level 3 Percentage of Time

- Appendix F provides a summary of all Level 3 activities for the region.

Region 11 – Standard Times

Referral	APS	CPS	Other	Application Process
Region 11	NS	NS	NS	NS

Table 23: Region 11 – Referral Standard Times

Guardianship	Case Initiation	Institutional Case Management	Community Case Management	Case Management Combined	Legal Activities	Case Closure
Region 11	NS	NS	NS	NS	NS	NS

Table 24: Region 11 – Guardianship Standard Times

[This page is intentionally blank.]

LIMITATIONS

As used in this report, standard times indicate the average amount of time Specialists spent completing a particular product, not how much time the product should have taken to complete.

A standard time was reported only for Level 1 and Level 2 combinations where sufficient data was available to calculate a time with statistical reliability. Where time samples collected, or products completed within a Level 1 and Level 2 combination were insufficient for a reliable calculation, a standard time was not listed.

To maintain statistical reliability, PWM calculates standard times on Level 1 and Level 2 combinations with a product count of thirty (30) or more.[11] Standard times for unreported combinations can be provided upon request, but without the level of statistical reliability as standard times presented within the report.

As a result of a financial audit recommendation, the Guardianship program was required to make substantive changes to the fiscal operation of the program during the study. Extensive training and case reviews interrupted the normal flow of work beginning September 12th through October 31st. Study participants affected by these changes received special WMS instruction to use Level 3 activities "training" and "policy study" for financial audit work.

The Guardianship program's automated tracking system, "Information for Guardianship On-Line Resource" (IGOR), encountered technical problems during the WMS. IGOR data files became corrupted and had to be reconstructed and moved to a new server. Consequently, the integrity of the IGOR data was compromised despite efforts by program to correct missing and corrupted data. IGOR was used for providing the product count.

RECOMMENDATIONS

To better inform agency leadership of the effects of major initiatives and address seasonal concerns, it is recommended that work measurement studies be conducted on a continuous basis.

To improve the Performance and Workload Measurement unit's ability to provide future targeted work measurement study assistance, it is recommended that the Guardianship program provide a six-month feedback report on the use and benefits of the current study.

---

[11] Statistical research has demonstrated that as the sample size approaches or exceeds thirty (30) the distribution of the means moves closer to the norm. Accordingly, to publish statistically reliable standard times PWM has established a product count of thirty (30) as the threshold for reporting.

[This page is intentionally blank.]

Appendix A

Basic Study Statistics – Guardianship Specialists

Appendix A – Basic Study Statistics – Guardianship Specialists

Data collected by Guardianship Specialists served as the basis for calculating standard times.

Basic study statistics for Specialists are presented in the following table:

Average number of hours on study:	107.3
Average number of beeps per hour:	2.4
Length of study in weeks (8 hr/day, 5 day/week):	2.7
Population:	47
Number of participants:	44
Participation rate:	93.6%
Table 25: Basic Study Statistics	

There were forty-seven (47) full-time equivalent (FTE) Guardianship Specialist positions available at the start of the WMS.

There were forty-one (41) Specialists employed at the beginning of the study.

- Five (5) Specialists separated from the program during the study period; four (4) of the separating employees completed the WMS.

- Nine (9) Specialists were hired during the study period; four (4) of the new-hires completed the WMS.

- All Specialists hired between 7/1/06 and 11/1/06 participated in the WMS.

[This page is intentionally blank.]

Appendix B

Guardianship Supervisor Data

Appendix B – Guardianship Supervisor Data

Basic Study Statistics

Average number of hours on study:	106.1
Average number of beeps per hour:	2.4
Length of study in weeks (8 hr/day, 5 day/week):	2.7
Population:	10
Number of participants:	9
Participation rate:	90.0%
Table 26: Basic Study Statistics – Supervisor	

There were nine (9) Supervisors employed at the beginning of the study:

- One (1) Supervisor separated from the program during the study period prior to participation in the WMS.

- One (1) Specialist was promoted to Supervisor during the study period and completed the WMS as a Supervisor.

The vacancy created by the Specialist promoted to Supervisor was not filled in time for the new employee to participate in the WMS.

Data Summary

Supervisors and Specialists collected 13,169 total time samples during the WMS, with Supervisors collecting 2,272 samples for 17.3% of the total.

Calculated within the 2,272 time samples collected by Supervisors:

- General Program Related encompassed 78.3% of Supervisor time.

- Guardianship accounted for 14.1% of Supervisor time.

- Referral comprised 5.2% of Supervisor time.

- Non Work made up 2.4% of Supervisor time.

Guardianship Supervisors were not expected to maintain ongoing case loads but were included in the WMS data gathering process because supervisors occasionally must maintain or manage a case load due to vacancies. Additionally, program management desired data regarding certain supervisory activities.

For accuracy, the percentage of case work conducted by supervisors was factored into the standard times calculated for Guardianship Specialists (see page 9).
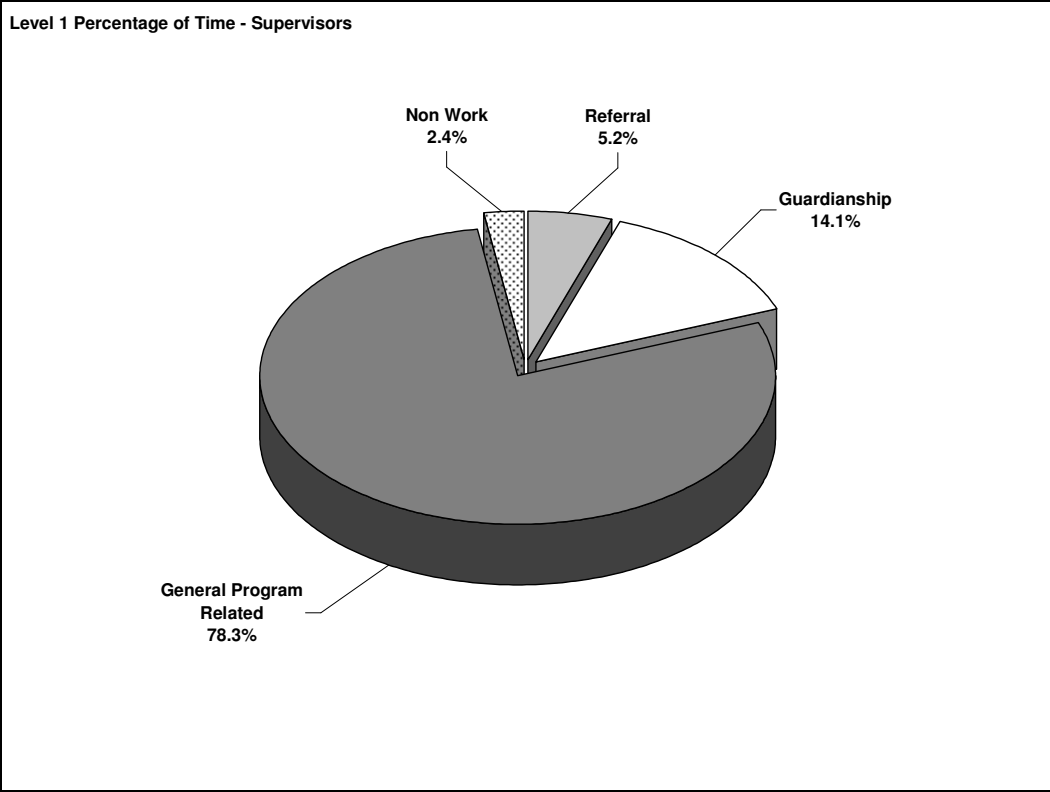
Level 1 Percentage of Time - Supervisors

Non Work
2.4%

Referral
5.2%

Guardianship
14.1%

General Program
Related
78.3%

Figure 52: Level 1 Percentage of Time – Supervisors

Level 2 Percentage of Time - Supervisors

CPS
1.3%

Other
0.2%

Application Process
0.6%

APS
3.2%

Case Initiation
0.7%

Institutional Case Mgmt
3.2%

No Case Action
2.4%

Community Case Mgmt
5.4%

Legal Activities
4.5%

Case Closure
0.3%

Supervisory Activities
44.7%

Non Case Related
Activities
33.6%

Totals may not equal 100% due to rounding.
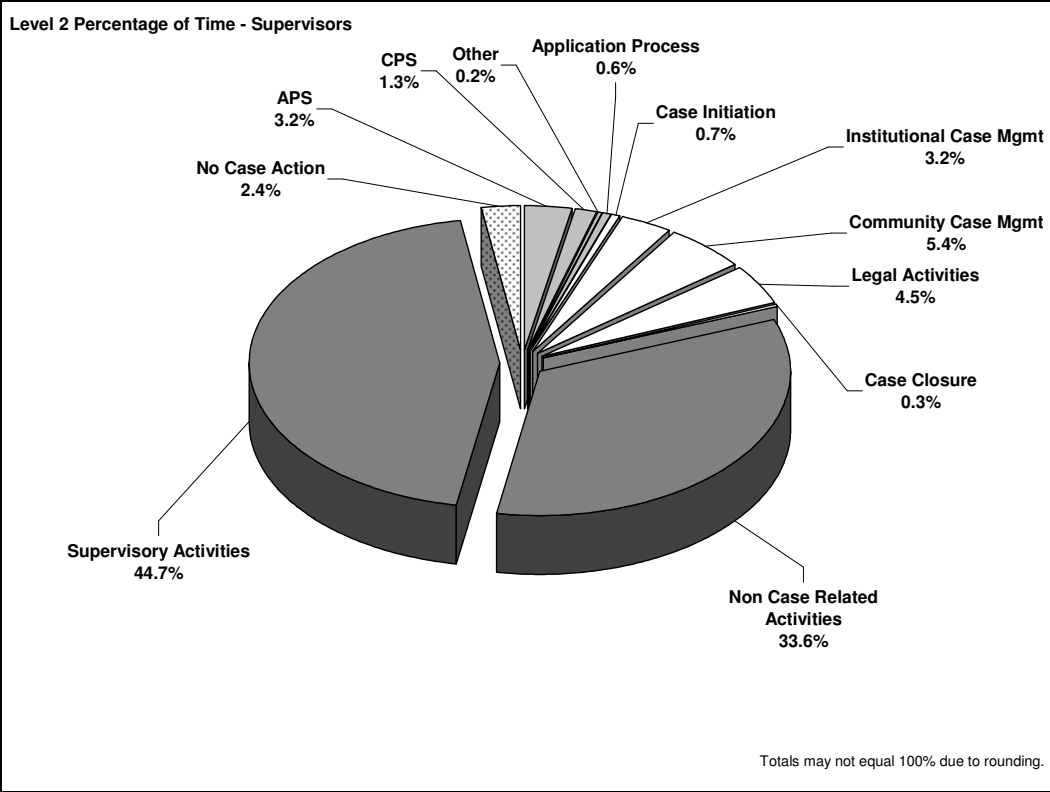
Figure 53: Level 2 Percentage of Time – Supervisors

Level 3 Percentage of Time - Supervisors
Top 10 Activities

Activity	Percent
Supervisory Consult	23.8%
Email/Mail/Copying/Filing	11.7%
Caseload Management	10.4%
Travel	7.7%
Quality Assurance	5.9%
Supervisor AccessHR	4.7%
IMPACT/IGOR/Case Files	3.7%
Meetings/Presentations	3.4%
Training	3.3%
General Person Activities	3.1%
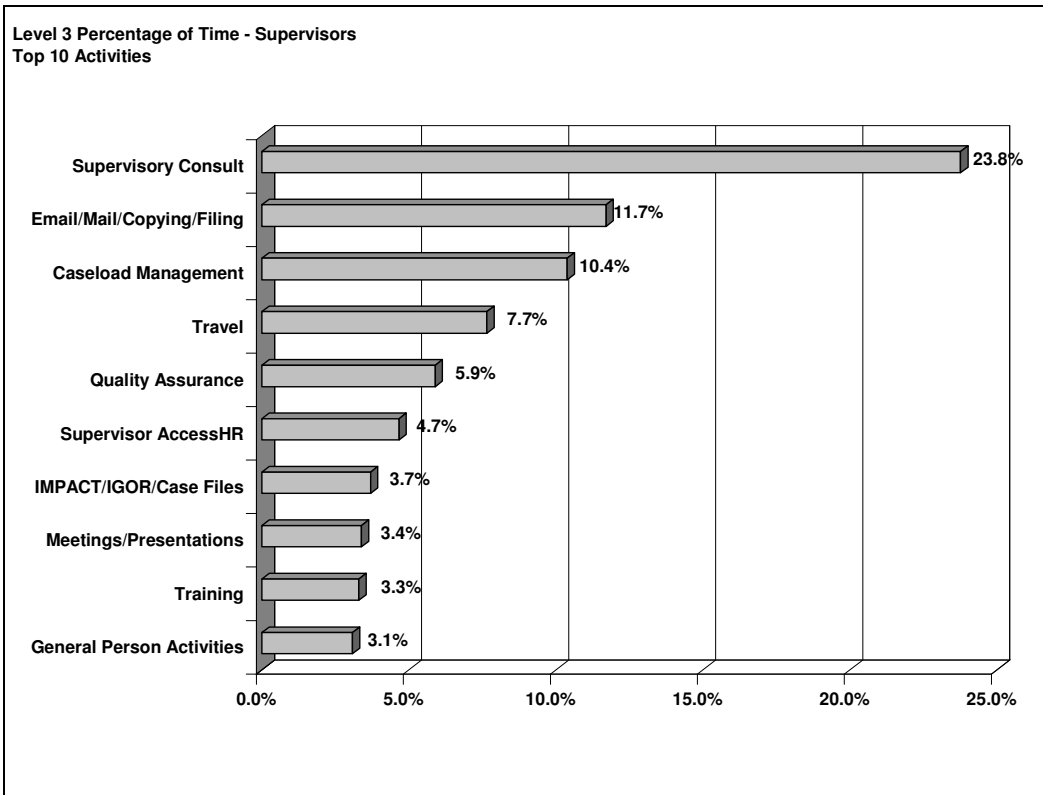
Figure 54: Level 3 Percentage of Time – Supervisors

Remaining Level 3 Activities

Activity	Percent	Activity	Percent
Conversing w/Co Workers	2.7%	In Court	0.4%
Consult	1.9%	In House Consult	0.4%
Run Reports	1.7%	Application	0.4%
Policy Study	1.6%	Personal AccessHR Issues	0.3%
Attorney Consult	1.4%	Monthly Contact	0.3%
Other Business	1.3%	Annual Accounting	0.3%
Other Activities	1.2%	Inventory	0.3%
Individual Meetings	1.2%	Annual Report	0.2%
Other Court Documents	1.1%	Initial Service Plan	0.2%
Break	1.1%	Placement & Benefits	0.2%
Referral Review	1.0%	Service Plan	0.1%
Initial Research	0.7%	Legal Consultation	0.1%
Assessment	0.7%	Notice & Service	0.1%
DFPS Consult	0.6%	Notice & Allowance	0.0%
Travel Voucher	0.5%	Annual Review	0.0%
General Estate Issues	0.5%		

General Program Related – Level 2 Percentage of Time – Supervisors

Figure 52 showed that WMS data collected from Supervisors indicated that 78.3% of work performed by Supervisors occurred in the Level 1 category of General Program Related.

The following information provides analysis of this specific area of supervisory activities.

Within General Program Related, the percentage of Supervisor time was divided between the following Level 2 categories:

- Supervisory Activities accounted for 57.1% of Supervisor time.

- Non Case Related Activities comprised 42.9% of Supervisor time.

Figure 55 provides the percentage of time spent within General Program Related for Supervisors.
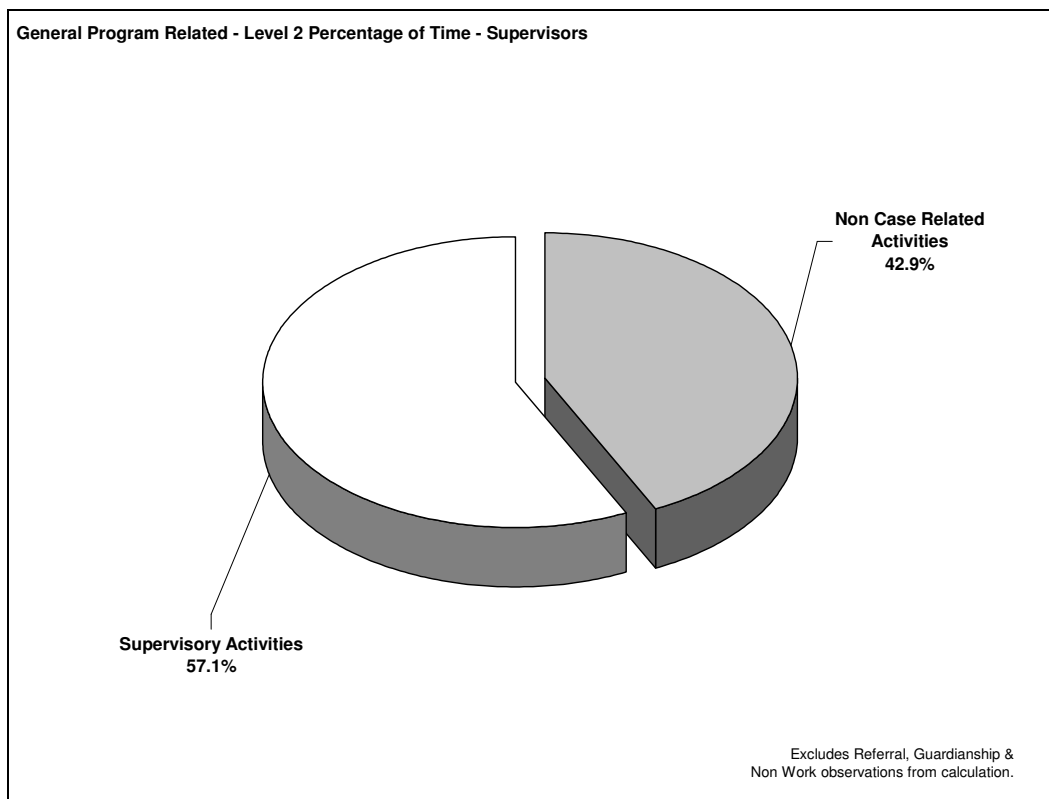

General Program Related - Level 2 Percentage of Time - Supervisors

Non Case Related
Activities
42.9%

Supervisory Activities
57.1%

Excludes Referral, Guardianship &
Non Work observations from calculation.

Figure 55: General Program Related – Level 2 Percentage of Time – Supervisors

The following page provides analysis of the percentage of time spent in specific Level 3 activities for each of the preceding Level 2 categories depicted in Figure 55.
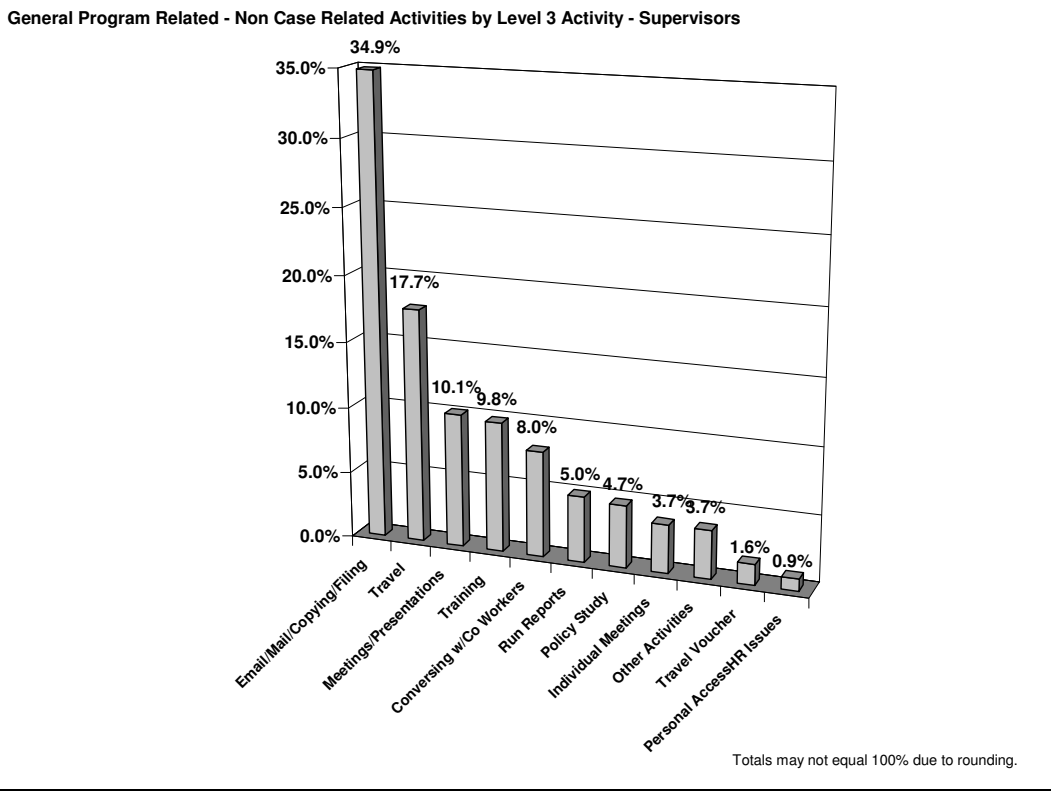
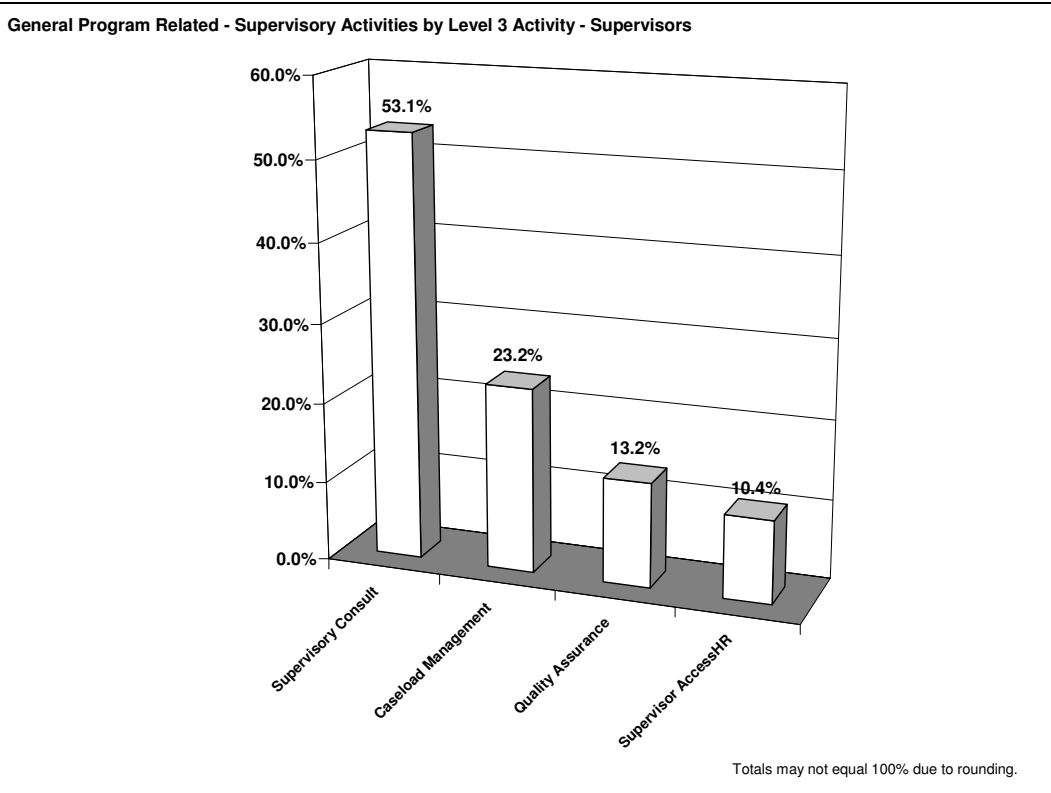**General Program Related - Non Case Related Activities by Level 3 Activity - Supervisors**

Totals may not equal 100% due to rounding.

Figure 56: General Program Related – Non Case Related Activities by Level 3 Activity – Supervisors

General Program Related - Supervisory Activities by Level 3 Activity - Supervisors

Totals may not equal 100% due to rounding.

Figure 57: General Program Related – Supervisory Activities by Level 3 Activity – Supervisors

[This page is intentionally blank.]

Appendix C

PDA Orientation PowerPoint Presentation

Appendix C – PDA Orientation PowerPoint Presentation

Slide 1

TEXAS
Department of Aging
and Disability Services

Guardianship
Work Measurement Study
2006
"PDA Orientation"

Performance & Workload Measurement
Office of Budget & Data Management Services

GO

Slide 2

WMS Purpose

The Work Measurement Study (WMS) determines the amount of time spent on various guardianship activities.

WMS results are used by Guardianship management and DADS budget staff to:

- assess the amount of time spent in various activities,
- evaluate the impact of program and policy changes on guardianship activities,
- develop the Legislative Appropriations Request (LAR),
- and, equitably distribute agency resources.

GO

Slide 3

PDA Orientation

You have been scheduled for a WMS telephone training session with a PWM analyst.

You should have received:

- Personal Digital Assistant (PDA),
- PDA Cradle Charger, and
- Study Instruction Booklet.

The PDA is the device you will use to collect all of your WMS study data. Completing the following presentation prior to your training session will provide you with a basic understanding of the WMS data collection process.

GO

PDA Orientation

The following demo provides an improvised "real-time" example of how to make entries for the WMS.

With some variation due to revision, the demo displays the PDA selection screens and selection process as they appear in the WMS.

The demo has pre-set selections; clicking on selection choices other than what the example requests will not alter the following screens.

Use your mouse cursor to make the selections.

GO

Slide 4

Turning on the PDA

Move your cursor over the "Power Button" and click to turn on the PDA.

NOTE: The demo has pre-set selection entries and will only produce responses matching the examples.
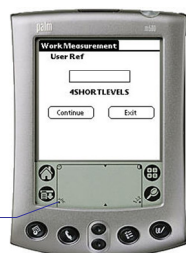
Slide 5

Starting the Study

Move your cursor over the "SamplePro Icon" and click to initiate the study software.

Slide 6

Entering Your User ID

Move your cursor over the "Keyboard Icon" and click to bring up the PDA keyboard.

Slide 7

Entering Your User ID

In this example, the User ID is "abcd"

Move your cursor over the keyboard and click the keys to enter your "User ID"

"a"

Your study instruction booklet will provide your "User ID."

Slide 8

Entering Your User ID

Move your cursor over the keyboard and click the keys to enter your "User ID"

"b"

Slide 9

C-3

Entering Your User ID

Move your cursor over the keyboard and click the keys to enter your "User ID"

"c"

Slide 10

Entering Your User ID

Move your cursor over the keyboard and click the keys to enter your "User ID"
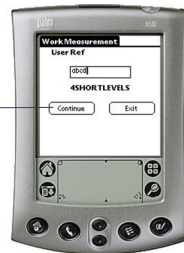
"d"

Slide 11

Entering Your User ID

Move your cursor over the "Done" button and click to enter your "User ID."

Slide 12

Signing on to the Study

Move your cursor over the "Continue" button and click to complete sign on.

Slide 13

Starting the Study

Move your cursor over the "Start Study" button and click to begin the study.
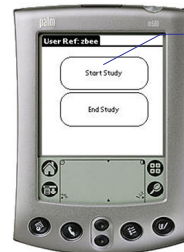
Slide 14

Sound and/or Buzz

There are three options on how you want the PDA to signal. You may choose a combination of these options.

"Sound" is the default setting that emits a beep for sample alerts.

"Buzz" causes the PDA to silently vibrate for sample alerts.

Click "Buzz."

"LED" is reserved for attending court hearings.

Slide 15

Sampling in Progress

The "Sampling in Progress" screen is the primary screen where you wait for sample alerts.
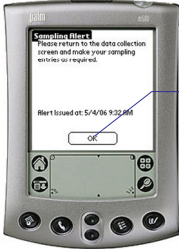
Once you are on this screen you have started the study. Resume your work duties and wait to respond to sample alerts.

To simulate a "Sample Alert" click anywhere on the screen.

Slide 16

Sample Alert
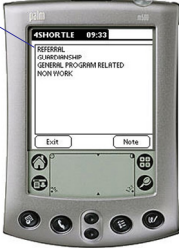
Click "OK" to respond to the sample alert and go to the Level 1 menu choices.

Slide 17

Level 1

Menu Choices

For this example, click "Referral" to make your Level 1 study entry.

Your training instruction booklet will contain all level menu choices.

NOTE: The demo has pre-set selection entries and will only produce responses matching the examples.

Slide 18

C-6

Slide 19

Level 2
Menu Choices

For this example, click "Application Process" for your Level 2 selection.

Slide 20

Level 3
Menu Choices

For this example, click "Notice & Service" for your Level 3 selection.

Slide 21

Selection Summary Correction

To make a correction, click the first level entry to re-display the menu choices.

For this example, click "Referral" to re-display menu choices.

Normally, you will only need to correct one or two levels. In this example, you will be changing all entries.

Level 1
Menu Choices
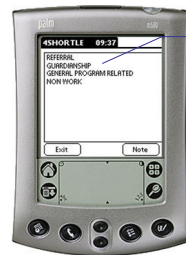
For this example, click "Guardianship" for your corrected Level 1 selection.

Slide 22

Level 2
Menu Choices

For this example, click "Institutional Case Mgmt" for your corrected Level 2 selection.

Slide 23

Level 3
Menu Choices

For this example, click "General Person Activities" for your Level 3 selection.

Slide 24

Slide 25

Level Summary
Enter Selections

For this example, click "OK" to enter your corrected selections.

Slide 26
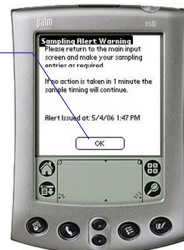
One Minute Warning

You have 6 minutes to respond to an alert.

If you do not respond to the alert within 5 minutes, you get a "one-minute warning" signal.

Click "OK" to continue.

If you fail to respond after the "one minute warning" you will receive one final series of beeps to let you know you missed a sample alert.

Slide 27

Sampling in Progress

Once you've entered your selections, you will return to the "Sampling in Progress" screen to await the next sample alert.

Repeat these steps with each sample alert.

GO

Lunch, Leave, Travel & Court

There are four instances where you will ignore the sample alerts you receive:

- when you are on your lunch break;
- when you are on leave during the day (but will return);
- when you are traveling in a car or plane; and,
- when you are in court.

You will enter and receive credit for the missed Travel and Court sample alerts through the entry screens discussed in the following pages.

GO

Slide 28

Lunch, Leave, Travel & Court

The following screens provide an improvised "real-time" example of how you will make your lunch, leave, travel and court entries for the work measurement study.

With minor variations due to final revision, the demo will display the selection screens and selection process as you will see them on your own PDA.

The demo has pre-set selections; clicking on selection choices other than what the example requests will not alter the following screens.

GO

Slide 29

Lunch/Leave/Travel/Court

Click on the "Lunch/Leave/Travel/Court" button to make these entries.

Slide 30

Activity Log

If this is the first entry of the day, the "Activity Log" will be blank.

Click on the "New" button to access the selection menu.

Activity Log: Thu May 4, 2006

New   Exit
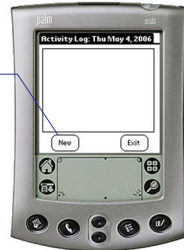
Slide 31

Lunch/Leave/Travel/Court Menu

Click on the "Lunch" selection to make a lunch entry.

Activity Log: Mon May 15, 2006

Lunch
Leave
RPS Referral Travel
Other Referral Travel
CPS Referral Travel
Application Travel
Case Initiation Travel
Institutional Case Mgmt Travel
Community Case Mgmt Travel
Legal Activities Travel

New   Exit

If your selection is not visible, use the "scroll bar" to reveal more choices.
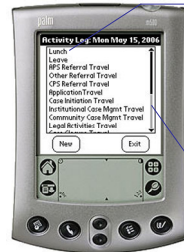
Slide 32

Lunch Entry

12:30 PM until 1:30 PM

Activity Log: Thu May 4, 2006

Lunch

Start Time
08:00 am
End Time
09:00 am

Elapsed   01:00 Hrs

OK   Exit

For this example, click on the "12P" to enter the "hour" portion of the lunch "Start Time" entry.

The highlighted sections indicates where the cursor selection will make the entry.

Slide 33

C-11

Slide 34

Slide 35

Slide 36

C-12

Slide 37

Slide 38

Slide 39

Lunch/Leave/Travel/Court

Click on the "Lunch/Leave/Travel/Court" button to make a travel entry.

Slide 40

Activity Log

Notice the prior lunch entry is now shown in the "Activity Log."

Click on the "New" button to access the selection menu.
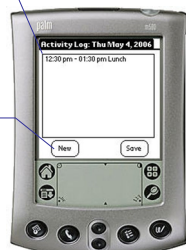
Slide 41

Lunch/Leave/Travel/Court Menu

Click on the "APS Referral Travel" selection to make a travel entry.

Slide 42

C-14

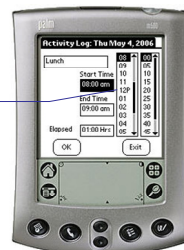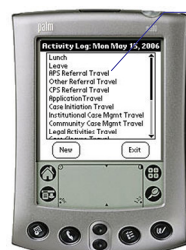**Travel Entry**

2:50 PM until 3:20 PM

For this example, click on the "2" to enter the "hour" portion of the lunch "Start Time" entry.

The highlighted sections indicates where the cursor selection will make the entry.

Slide 43

Travel Entry

2:50 PM until 3:20 PM

For this example, to get to the "50" you must use the "scroll bar" to move the choices down. Click the "scroll bar."

Slide 44

Travel Entry

2:50 PM until 3:20 PM

For this example, click on the "50" to enter the "minutes" portion of the travel "Start Time" entry.

Slide 45

Slide 46

Travel Entry

2:50 PM until 3:20 PM

Click on the "End Time" box to make the entries for the end of travel.

Slide 47

Travel Entry

2:50 PM until 3:20 PM

For this example, click on the "3" to enter the "hour" portion of travel "End Time."

The highlighted sections indicates where the cursor selection will make the entry.

Slide 48

Travel Entry

2:50 PM until 3:20 PM

Click on the "20" to enter the "minutes" portion of travel "End Time."

Slide 49

Travel Entry

2:50 PM until 3:20 PM

After checking that selections are correct, click the "OK" button to submit the entries.

Slide 50

Travel Entry

2:50 PM until 3:20 PM

The "Activity Log" is now updated to include the entry.

Click the "Save" button to conclude the "Travel" entry.

Slide 51

Sampling in Progress

Once you've entered your selections, you will return to the "Sampling in Progress" screen to await the next sample alert.

That is all there is to it. With a little practice, making the study entries will be quick and easy.

GO

Slide 52
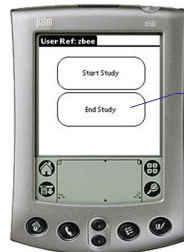
Slide 53

Slide 54

Slide 55

Be Sure to Recharge

Be sure to recharge the PDA each night using the charger cradle or the sync cable.

GO

Slide 56

Thanks!

You will get a chance to perform actual "hands on" practice with the PDA during your training session with the PWM analyst.

The training session will take approximately one (1) hour to complete.

Contact the Performance and Workload Measurement Unit for questions, refer to page 2 of your study instruction booklet for contact information.

workmeasurement@dads.state.tx.us

[This page is intentionally blank.]

Appendix D

Study Code Levels and Definitions

Appendix D – Study Code Levels and Definitions

1st Level	2nd Level	Definition	3rd Level	Definition
Guardianship Study Code Levels and Definitions				
Referral	APS CPS Other	Any referral originating from APS, CPS or other source. Make this selection throughout the entire referral & assessment phase for initial guardianships referred. Including initial research, assessment, travel, consultation, documentation, & referral review.	Initial Research	Reviewing IMPACT records, interviewing collaterals; creating/updating a record in IGOR & IMPACT.
			Assessment	Prepare/conduct assessment; arrange/obtain CME.
			In-House Consult	Consult with supervisor/legal regarding an open referral.
			DFPS Consult	Consult with DFPS regarding a <u>PENDING</u> referral.
			Document Results	Notify DFPS & update IMPACT/IGOR & case file.
			Referral Review	Prepare for or meet with CPS & or APS to resolve issues related to completed referral.
			AOC Transition Planning	CPS Only: participate in transition planning before obtaining guardianship.
	Application Process	All actions pertaining to the legal proceedings to establish DADS as legal guardian. Including filing the application, consult, notice & service, hearing & oath, court hearing, & documentation.	Application	Prepare application for guardianship hearing.
			Legal Consultation	Consult with attorney [DADS/local] regarding hearing to establish guardianship.
			Notice & Service	Prepare legal notices, publish notice in paper, & ensure service is made to collaterals.
			Document Results	Update IMPACT/IGOR & case file.

1st Level	2nd Level	Definition	3rd Level	Definition
Guardianship	Case Initiation	All initial (non-legal) case management activities related to a new guardianship. Including Placement & Benefits through the development, approval & implementation of a Service Plan.	Placement & Benefits	Arrange placement, services or benefits for new ward.
			Inventory	Conduct physical inventory, file initial inventory, & arrange for safekeeping of ward's personal property.
			Notice & Allowance	Prepare/file notice to creditors or monthly allowance.
			Investment Plan	Preparing & filing investment plan.
			Document Results	Update IMPACT/IGOR & case file.
			Service Plan	Develop, print & implement service plan for a new ward.
	Institutional or Community Case Management	All ongoing (non-legal) case management activities for an existing guardianship in an institutionalized setting (e.g. Nursing Home, ICF/MR, State School, or State Hospital Only) or a community setting (e.g. All non-Institutional living arrangements, including HCS, CBA, & other waiver placements).	Monthly Contact	Monthly Contact visit with ward (includes all activities conducted during contact: record reviews, etc.).
			General Person Activities	Change placement/benefits; pay bills; arrange for or purchase items/services; calls from ward; medical decisions; report allegations of abuse, neglect or exploitation; respond to emergencies, crisis, & unusual incidents; general problem solving; etc.
			IMPACT/IGOR/Case Files	Update IMPACT/IGOR; enter case file information.
			Service Plan	Run report, review & revise service plan for ward.
			General Estate Issues	Work on issues: sale of property; manage bank accounts/assets.
			Consult With Supervisor	Consult with supervisor/state office regarding a ward.
			Annual Review	Annual of case to determine successor guardian availability or availability of less restrictive alternative.
	Legal Activities	All legal activities related to an ongoing ward. Including Annual Report, Annual Accounting, court documents, legal consult, court hearings, & travel.	Annual Report	Prepare annual report to submit to court.
			Annual Accounting	Prepare annual accounting to submit to court.
			Other Court Documents	Prepare documents for court hearings for current wards.
			Attorney Consult	Consult [DADS/local] regarding annual reports, accountings, hearings, & general case information.
	Case Closure	All case management activities related to the closure of a case. Including funeral arrangements, account closures, consult, court appearance, final report & account, & travel.	Arrange/Attend Funeral	Arrange/attend funeral services, notify family, placement or government benefit agencies of death.
			Close Accounts	Close accounts & dispose of ward's property.
			Consult	Consult with supervisor or attorney.
			Final Report	Prepare & file the final report.
			Final Accounting	Prepare & file the final accounting.
			Update IMPACT/IGOR	Document actions & close record in IMPACT/IGOR.

1st Level	2nd Level	Definition	3rd Level	Definition
General Program Related	Non-Case Related Activities	All other activities not related to a specific referral or guardianship case. Including reading emails, policy study, reports, filing, meetings, presentations, AccessHR, etc.	Training	Attend DADS or other training/conference such as Word, Excel, or other computer systems.
			Email/Mail/Copying/Filing	Email, general correspondence, copying & filing not related to specific case.
			Policy Study	Review handbook or other policy related materials.
			Run Reports	Run reports in IGOR or IMPACT.
			Conversing w/Coworkers	Asking/answering coworker or another person's (non-case related) questions. Also any mentoring of staff.
			Meetings/Presentations	Includes unit/general staff, supervisor, service providers or placement meetings unrelated to a specific ward. Also presentations & participation in workgroups.
			Personal AccessHR	Use of AccessHR to manage personal information, e.g. leave, benefits, etc.
			Individual Meeting	Meeting/discussion related to job performance.
			Travel Voucher	Preparation & submittal of travel voucher.
			Other Activities	All other non-case related work unlisted elsewhere.
	Supervisory Activities	Performing duties in a supervisory capacity: managing caseloads, consult re: ward, case reading/QA activities, or AccessHR.	Caseload Management	Manage, monitor, & assign caseloads.
			Consult	Consult with GS/Attorney/SO regarding ward.
			Quality Assurance	Case reading & other QA activities.
			Supervisor AccessHR	Use AccessHR for supervisory tasks.

1st Level	2nd Level	Definition	3rd Level	Definition
Non Work	No Case Action	Break, personal business, & time spent with PWM staff on study.	Break	Other than lunch.
			Working On Study	Working on study (i.e. speaking with PWM staff).
			Other Business	Other personal business (i.e. personal phone calls, etc.).

Lunch/Leave/Travel/Court

1st/2nd Level	Entry Selection	Description
	Lunch	Time taken for lunch.
	Leave	Annual, sick, or other leave during the middle of the work day. Only record this leave if you plan to return to work the same day. For leave at the beginning of the work day start your study when you arrive, for leave at the end of the day, end your study when your leave begins.

1st/2nd Level	Entry Selection	Description
Referral Travel	APS Referral Travel	Travel to & from a capacity assessment or CME.
	CPS Referral Travel	Travel to & from a capacity assessment or CME.
	Other Referral Travel	Travel time to & from a capacity assessment or CME.
	Application Travel	Travel to & from court hearing to establish guardianship.
Referral Transport Ward	Referral Transport Ward	Travel related to transporting a ward to & from appointments or other business. Prior to established guardianship.

1st/2nd Level	Entry Selection	Description
Guardianship Travel	Case Initiation Travel	Travel to arrange placement, services, benefits, or conduct inventory for a new ward.
	Institution Case Mgmt Travel	Travel for monthly contacts & all business related to institutional-based wards.
	Community Case Mgmt Travel	Travel for monthly contacts & all business related to community-based wards.
	Legal Activities Travel	Travel to & from court hearing for existing guardianships.
	Case Closure Travel	Travel related to any case closure activities.
Guardianship Transport Ward	Institution Transport Ward	Travel transporting a ward to & from appointments or other business. Ward is in an institutional setting.
	Community Transport Ward	Travel transporting a ward to & from appointments or other business. Ward is in a community setting.

1st/2nd Level	Entry Selection	Description
Referral Court	Referral Hearing/Oath	Attend court hearing to establish guardianship &/or take oath. Do not include travel.
Guardianship Court	Legal Activities/In Court	Attend court hearings for existing guardianships. Do not include travel.
	Case Closure/In Court	Attend court hearings related to termination of guardianship. Do not include travel.

1st/2nd Level	Entry Selection	Description
General Program Related	General Travel	Travel to & from training/meetings or conference or any non-case related travel.

Appendix E

Guardianship Study Instruction Booklet

DEPARTMENT OF AGING AND DISABILITY SERVICES

GUARDIANSHIP
STUDY INSTRUCTION BOOKLET

2006

TABLE OF CONTENTS

PURPOSE AND OVERVIEW

The Performance and Workload Measurement (PWM) unit of the Office of Budget and Data Management is conducting the Guardianship Program work measurement study (WMS) at the request of the Chief Financial Officer and the Assistant Commissioner for Access and Intake.

The purpose of the WMS is to provide statistically valid and reliable information about the amount of time Guardianship Supervisors and Specialists spend performing various guardianship activities.

WMS results are used by managers to determine the impact of program and policy changes on guardianship activities and budget analysts use the results in the development of the Legislative Appropriations Request and in determining the equitable distribution of agency resources.

What is a work measurement study?

A WMS is a systematic, statistically valid method of gathering information about the amount of time spent by staff on key functions and activities within the Guardianship program.

Why conduct a work measurement study?

The results of the WMS yield an accurate picture of how time within the Guardianship Program is spent for the period of the study. Budget staff can use the information to determine workload associated with current caseloads and to determine the level of staff needed to meet desired caseload demands.

What results are produced by work measurement studies?

The primary output of a WMS is the calculation of a "Standard Time." A standard time is the average time it takes to complete a specific process resulting in a quantifiable product or unit of work. For example, the product may be the number of Monthly Contacts completed, or the submission of completed Service Plans, Annual Reports, or Annual Accountings.

CONTACTS AND TROUBLESHOOTING ASSISTANCE

Performance & Workload Measurement Unit (PWM)
Office of Budget & Data Management
Department of Aging & Disability Services
701 W. 51st Street, W-421
Austin, TX 78751

Fax: (512) 438-4370

Contacts for:

- General Study Questions
- PDA Equipment
- PDA Use

Jan Amazeen, Lead Analyst	(512) 438-3785
Rick Ash, Analyst	(512) 438-5743
Tony Aragon, Analyst	(512) 438-3909
Sonya Ruffin, Analyst	(512) 438-4608

Or E-mail: workmeasurement@dads.state.tx.us

Please contact a Performance and Workload Measurement unit analyst for any hardware or software problems and questions.

WORK MEASUREMENT EQUIPMENT

- **PDA HARDWARE**

PALM m500 PDA		
You will be using a Palm M500 for the study, your study package should include the following items enclosed in protective bubble wrap:		
Palm PDA	**Palm Power Cord (AC Charger)**	**Palm Synchronization Cradle**
	• You may also receive a sync/charger cable for use in the car or with your PC. It allows you to charge the PDA while in the car and to synch the PDA without use of the cradle.	
Palm Sync/Charger Cable		
The power cord for the Palm should be attached to the cradle's USB cord.		

NOTE: Please retain the bubble wrap, shipping package, and shipping form for returning your equipment upon completion of the study.

PDA HARDWARE SETUP

1. Shut down your PC. It is important that your PC be off when you make the connections.

2. Plug the PDA synchronization cradle/cable into the USB port on the back of the PC as shown below (Figure 1). Newer PC models may have the USB port located on the front panel (Figure 2).

   The AC adapter connects directly to the cradle cable. Be sure to plug the AC adapter into an AC current outlet after connecting the cradle to the PDA.

3. Power up the PC.

Figure 1

Figure 2

Newer PC's may have USB ports on the front panel.

AC Charger to Cradle Connection

Palm Cradle Installation
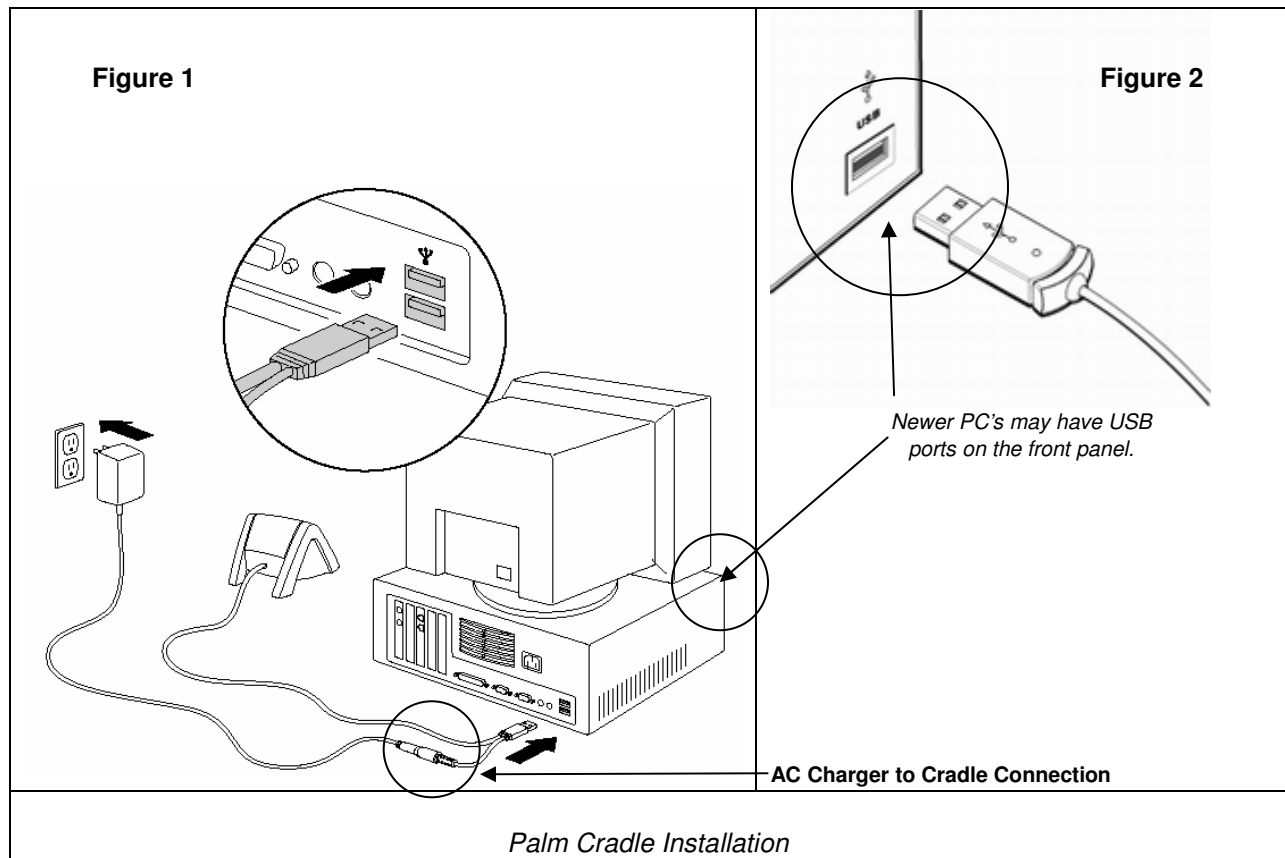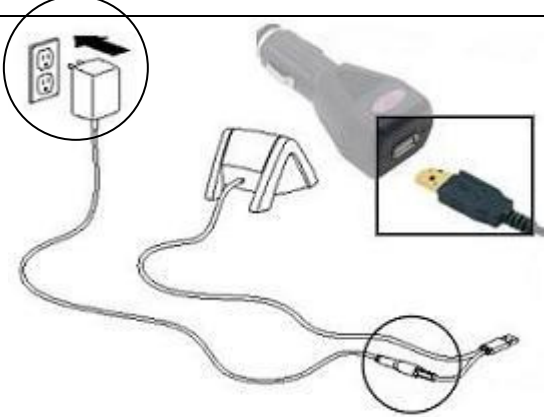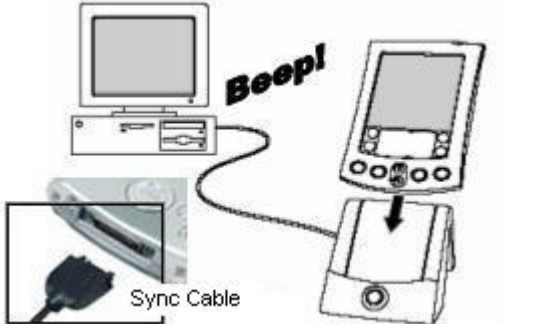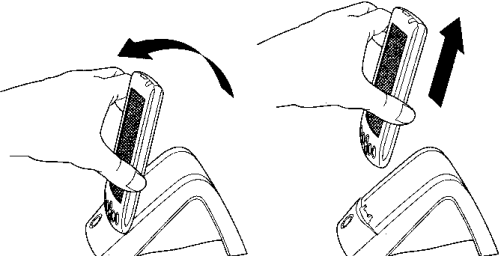
Note: The Palm Sync/Charger Cable connects to your desktop PC in the same manner as the Palm Cradle (Figures 1 & 2).

PDA MAINTENANCE

Charge the Palm PDA in the synchronization cradle or using the sync/charger cable as shown below:

	Be sure the AC Charger cable is connected to the Cradle Cable and the AC Charger is plugged into a wall outlet. The stand-alone Sync/Charger Cable can be used in your car with the Car Adapter or plugged to the USB port of your PC. ***Note:*** *When charging the PDA, the PDA Cradle does not have to be connected to your computer.*
	Insert the PDA into the PDA Cradle as shown. The stand-alone Sync/Charger connects to the PDA as shown. ***Note****: If you have inserted the PDA correctly, you will hear a short beep and see the On/Off button light up.*
	Remove the PDA from the PDA Cradle as shown. The PDA removes from the Sync/Charger by squeezing the plug.

General Maintenance:

- Always use the stylus supplied with the PDA. ***Never use a pen, pencil, or other sharp object on the surface of the PDA screen.***

- The PDA is not waterproof. Do not expose it to rain or other moisture.

- To clean the PDA, dampen a soft cloth with a diluted window-cleaning solution and gently wipe the PDA screen.

- Do not drop the PDA or expose it to strong bumps or impacts.

- Keep the PDA away from heaters and other heat sources. Do not leave the PDA on the dashboard or the seat of a car on a hot day.

FAQ

Where is the stylus?

The stylus is located on the right side of the PDA in a designated slot. The following figure shows other important features you will use.

Power Button

Stylus

Display Screen

"Home" Icon

"Keyboard" Icon
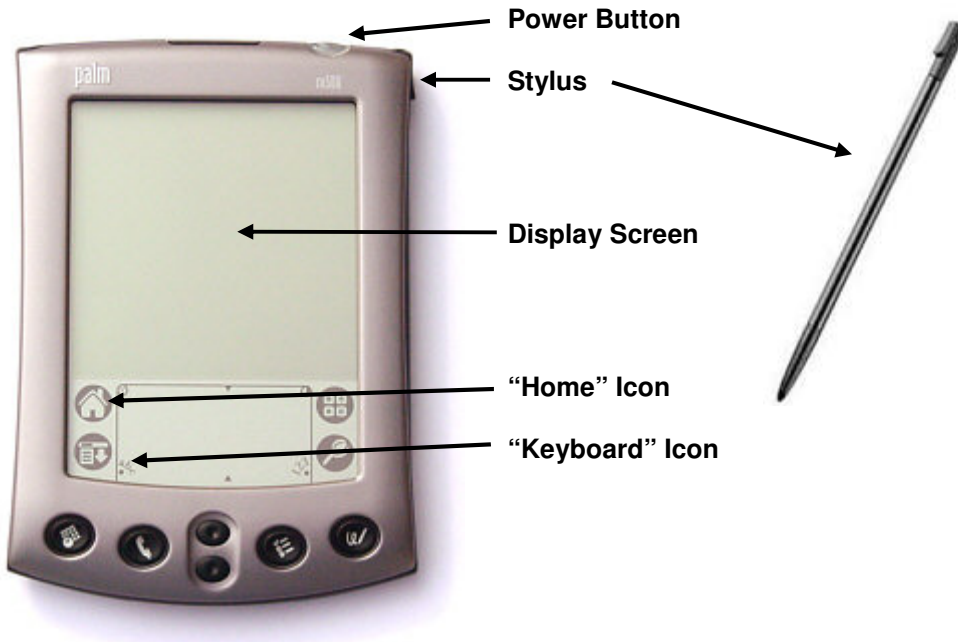
What if I lose my stylus?

If you lose the stylus, contact the Performance & Workload Measurement unit (p.2) for replacement.

Why does my PDA keep turning itself off?

The PDA has an automatic "sleep" feature after two minutes of inactivity to conserve battery power. Pressing the power button will restore the PDA. Sample alerts continue while in "sleep" mode.

Why won't my PDA turn on?

The PDA's battery may be low. Follow the instructions for charging the PDA (p. 5).

Why can't I "Sync" my data?

Review the PDA Synchronization Procedures section (p.23). If the problem persists, contact the Performance & Workload Measurement unit.

Why won't my PDA charge?

Ensure all connections are secure (refer to charging section above) and that the PDA is turned off. If you still have problems contact the Performance & Workload Measurement unit for instructions (p. 2).

For additional problems or questions, contact the Performance & Workload Measurement unit. See Contacts and Troubleshooting Assistance (p. 2).

STUDY INSTRUCTIONS OVERVIEW

General Instructions

When you begin each work day you will turn on the PDA device, log on to the work measurement study, and remain logged on until your work day ends. You will receive and respond to random work study "sample alerts" throughout the day.

> **NOTE**: Your "work day" is defined as any time you are "on the clock" for state pay, not just when you are working your normal office hours. If your day begins with work-related travel, or you are required to work after hours, you should turn on the PDA when leaving for work, and turn off the PDA when your work day ends. Your normal commute to the office does not count as work-related travel.

During your lunch time you will not respond to PDA sample alerts; just ignore the alerts. Similarly, if you are *temporarily* off duty during the middle of the work day for sick or annual leave, ignore PDA sample alerts until you return to work. However, since your 15-minute break *is* paid state time, you should respond to PDA sample alerts using the appropriate program code (Non-work).

You should receive about twenty (20) sample alerts during the course of an average eight (8) hour work day (approximately 2.5 sample alerts per hour). For each sample alert you receive, you will have a total of six (6) minutes to respond. If you do not make an entry, the PDA will provide a reminder alert after five (5) minutes have elapsed. Following the reminder alert, you have one (1) minute to make your entry. If you fail to make an entry you will receive a final "missed sample alert" beep.

If you miss responding to a sample alert, make a note of the time and activity and provide this information to your PWM Analyst for credit. If you fail to see the "Sampling in Progress" screen or your PDA fails to send a sample alert for over two (2) hours, you may need to re-sign on to the study.

You will participate in the study until you have successfully responded to at least 240 "good" time samples. The more diligently you respond to your sample alerts, the quicker the study will end.

If you take annual, sick, or other leave, you will make up that time at the end of the study. For example, if you take annual leave for two (2) days, your study participation will be extended a couple of days to meet your study requirements.

PLEASE REMEMBER TO CHARGE YOUR PDA EACH DAY.

At least once per week, you will transmit or "Hot Sync" your collected data to the PWM server (See PDA Synchronization Procedures on p. 23).

When you "Hot Sync" your data, please call your PWM analyst to verify the data was received, confirm the accuracy of the data, and/or provide information on any missed sample alerts you noted.

Your PWM analyst will provide an update on your study progress and let you know when you have met the required number of time samples. When you have completed the study, your PWM analyst will provide you with equipment return instructions.

STUDY CODES AND DEFINITIONS

Guardianship Level Definitions – First Level	
First Level	**Definition**
Referral	Any referral originating from APS, CPS or other source. Select this program type throughout the entire referral & assessment phase for initial guardianships referred. Including initial research, assessment, travel, consultation, documentation, & referral review.
Guardianship	An ongoing APS, CPS or other type case where the court has appointed DADS as guardian of such person.
General Program Related	Performance of Guardianship type activities, but the duties cannot be identified with a specific referral or guardianship case. Examples of General Program related activities include: • training • non case related meetings • special projects/workgroups/mentoring • personnel/AccessHR activities
Non Work	Performance of Non Work related activities during the paid workday. Lunch time is outside of the paid workday, so lunch is **NOT** a Non Work activity. Non Work examples include: • break • working on this study (e.g. communication with work measurement staff) • personal business

Guardianship Level Definitions – Second Level	
Second Level	**Definition**
APS	Any referral originating from APS. Select this program type throughout the entire referral & assessment phase for initial guardianships referred by APS. Including initial research, assessment, travel, consultation, documentation, & referral review.
CPS	Any referral originating from CPS. Select this program type throughout the entire referral & assessment phase for initial guardianships referred by CPS. Including initial research, assessment, travel, consultation, documentation, & referral review.
Other	Any referral originating from a source other than APS or CPS. Select this program type throughout the entire referral & assessment phase for initial guardianships (For example: court initiated). Including initial research, assessment, travel, consultation, documentation, & referral review.
Application Process	All actions pertaining to the legal proceedings to initially establish DADS as the legal guardian. Including filing the application, consultation, notice & service, hearing & oath, court hearing, & documentation.

Case Initiation	All initial (non-legal) case management activities related to a new guardianship. Including Placement & Benefits through the development, approval & implementation of a Service Plan.
Case Management - Institution	All ongoing (non-legal) case management activities for an existing guardianship in an institutionalized setting (e.g. Nursing Home, ICF/MR, State School, or State Hospital Only).
Case Management - Community	All ongoing (non-legal) case management activities for an existing guardianship in a community setting (e.g. All non-Institutional living arrangements, including HCS, CBA, & other waiver placements).
Legal Activities	All ongoing legal activities related to an existing guardianship. Including Annual Report, Annual Accounting, court documents, legal consultation, court hearings, & travel.
Case Closure	All case management activities related to the closure of a guardianship case. Including funeral arrangements, account closures, consultation, court appearance, final reporting & accounting, & travel.

Non Case Related Activities	All other activities un-related to a specific referral or guardianship case. Including reading emails, policy study, reports, filing, meetings, presentations, AccessHR, etc.

Supervisory Activities	Performing duties in a supervisory capacity such as: • managing caseloads • consulting w/GS, attorney or SO staff re: ward • case reading/QA activities • AccessHR

No Case Action	Break time, personal business, & time spent with PWM staff on study.

Guardianship Level Definitions – Third Level	
Third Level	**Definition**
Initial Research	Reviewing IMPACT records, interviewing collaterals; creating/updating a record in IGOR & IMPACT.
Assessment	Prepare for & conduct a capacity assessment, arrange/obtain CME.
In-House Consult	Consultation with supervisor or legal regarding an open referral.
DFPS Consult	Consultation with DFPS staff regarding a pending referral.
Document Results	Notify DFPS & update IGOR & IMPACT.
Referral Review	Prepare for or meet with CPS & or APS to resolve issues related to completed referral.
AOC Transition Planning	For CPS Referrals Only, participation in the transition planning before obtaining guardianship.

Application	Prepare application for court hearing to establish guardianship.
Legal Consultation	Consult with attorney [DADS or local] regarding court hearing to establish guardianship & document in IMPACT.
Notice & Service	Prepare legal notices, publish notice in paper, & ensure service is made to collaterals.
Document Results	Document outcome in IGOR & IMPACT.

Placement & Benefits	Arrange for placement, services or benefits for a new ward in the office.
Inventory	Conduct physical inventory, file initial inventory, & arrange for safekeeping of ward's personal property.
Notice & Allowance	Preparing & filing notice to creditors or monthly allowance.
Investment Plan	Preparing & filing investment plan.
Document Results	Update IMPACT, IGOR, case file.
Service Plan	Develop, print & implement service plan for a new ward.

Monthly Contact	Monthly Contact visit with a ward.
General Person Activities	Change placement or benefits; pay bills; arrange for or purchase items or services; calls from ward; medical decisions; report allegations of abuse, neglect or exploitation to appropriate entity; respond to emergencies, crisis, & unusual incidents; general problem solving; etc.
IMPACT/IGOR/Case Files	Enter narratives in IMPACT; enter information into the paper case file for a ward; update information in IGOR.
Service Plan	Run report, review & revise service plan for ward.
General Estate Issues	Work on issues such as sale of property or manage bank accounts & other assets.
Consult With Supervisor	Consult with supervisor &/or state office program staff regarding a specific ward.
Annual Review	Annual of case to determine successor guardian availability or availability of less restrictive alternative.

Annual Report	Prepare annual report to submit to court.
Annual Accounting	Prepare annual accounting to submit to court.
Other Court Documents	Prepare other documents for court hearings for current wards.
Attorney Consult	Consult with attorney [DADS or local] regarding annual reports, accountings, or court hearings.

Third Level	Definition
Arrange/Attend Funeral	Arrange/attend funeral services; notify family, placement or government benefit agencies.
Close Accounts	Close accounts & dispose of ward's property.
Consult	Consult with supervisor or attorney.
Prepare/File Final Report	Prepare/file final report.
Prepare/File Final Accounting	Prepare/file final accounting.
Update IMPACT/IGOR	Document actions & close record in IMPACT & IGOR.

Training	DADS training/conference or other training/conference such as Word, Excel, other computer systems.
Email/Mail/Copying/Filing	Email, general correspondence, copying & filing not related to a specific case.
Policy Study	Review handbook or other policy related materials not related to a specific case.
Run Reports	Run reports in IGOR or IMPACT.
Conversing w/coworkers	Asking/answering coworker or another person's (non-case related) questions. Also any mentoring of staff.
Meetings/Presentations	Meetings such as unit/general staff, supervisor meetings or meeting with service providers or existing or potential placements not related to a specific ward. Also giving or attending any type of presentation or participating in workgroups.
Personal AccessHR Issues	Use of AccessHR to manage personal information, e.g. leave, benefits, etc.
Individual Meeting	Meeting/discussion between employee & supervisor related to job performance.
Travel Voucher	Preparation & submittal of travel voucher.
Other Activities	All other work related activities not related to a specific case or listed elsewhere.

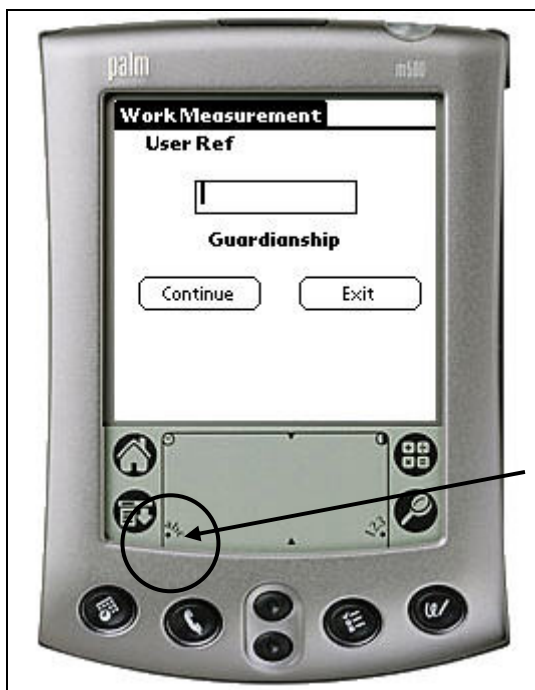|	
Caseload Management	Managing & assigning caseloads.
Consult	Consult or correspond with GS/Attorney/SO regarding a ward.
Quality Assurance	Case reading and other QA activities.
Supervisor AccessHR	Use of AccessHR for supervisory tasks.

Break	Other than lunch.
Working On Study	Working on study (i.e. speaking with PWM staff).
Other Business	Other personal business.

GUARDIANSHIP STUDY INSTRUCTIONS

To turn on the PDA device, press the "On/Off" button located at the top right portion of the device. The following screen should appear:

Important items on this screen:

- "On/Off" Button

- Digital Time

- Battery Charge Indicator

- "Clock" Icon

- "Hot Sync" Icon

- "SamplePro" Icon

- "Home" Button

Note: If this screen does not appear, use your stylus to tap the "Home" button until you see this screen.

Remove the stylus located on the top right side of the PDA and tap on the "SamplePro" icon to start the program. The following sign-on screen will appear.

Important items on this screen:

- "User ID" Entry Box (User Ref)

- Study Name "Guardianship"

- "Continue" Button

- "Exit" Button

- "Keyboard" Icon

Note: Alert your PWM analyst if the study name reads anything other than "Guardianship."

Use your stylus to tap the "Keyboard" Icon ( ) to bring up the PDA keyboard.

Use the PDA keyboard to enter your "User ID" (located on the front of your study booklet). Tap in your "User ID" with the stylus and tap the "Done" Button when finished. If you make an error, use the backspace key in the upper right hand corner to make corrections.

Important items on this screen:

- PDA Keyboard

- "Backspace" Key

- "Done" Button

After tapping the "Done" Button, your "User ID" should now appear in the "User Ref" box.
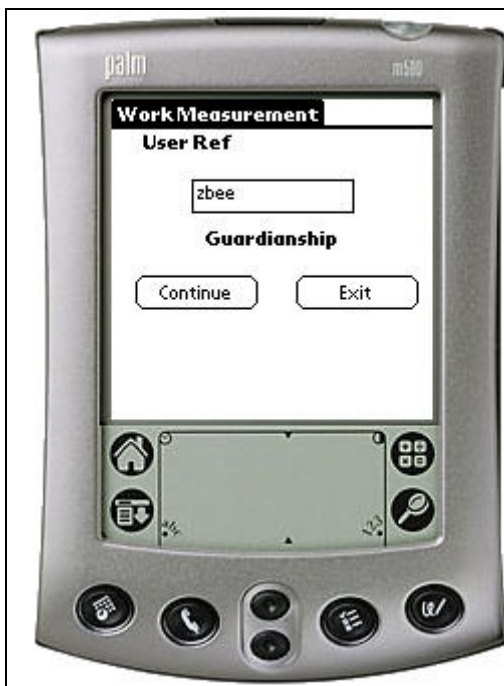
Important items on this screen:

- "User Ref" User ID Entry Box

- Study Name

- "Continue" Button

- "Exit" Button

Tap the "Continue" Button to move to the "Start/End Study" entry screen.

This is a critical entry screen from which you begin and end the study each day. Using your stylus, tap the "Start Study" button. This begins the study and starts the PDA's sampling alerts.

Important items on this screen:

- "Start Study" Button

- "End Study" Button

Note: The PDA device is internally set up to randomly send sample alerts. You may or may not receive a sample alert during the training session.

The following screen shots will illustrate what your PDA would display when you receive a sample alert.

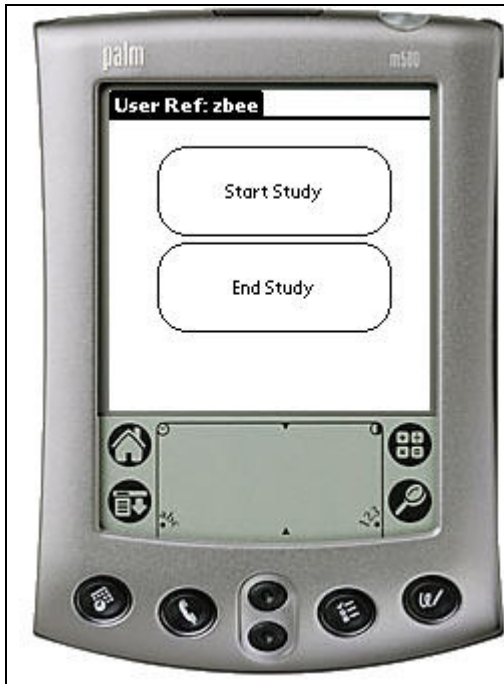If you receive a sample alert during the training, be sure to let your PWM Analyst know.

After you tap on the "Start Study" button the "Sampling in Progress" screen appears as shown below. The bottom of the screen displays three (3) prompting modes: Sound, LED or Buzz. To activate these options tap the square in front of your selection(s). You may have 1 or more selected simultaneously.
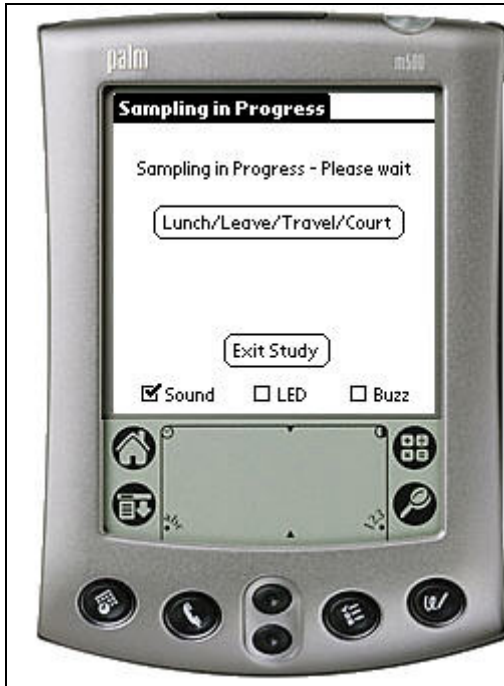
Important items on this screen:

- "Sampling in Progress" Notice

- "Lunch/Leave/Travel/Court" Button

- "Exit Study" Button

- Sound/LED/Buzz Indicators

Note: If your PDA fails to send a sampling alert for over two hours and/or you do not see the "Sampling in Progress" screen when exiting "sleep" mode, you may need to re-sign on to the study. Tap the "Home" Button to repeat the sign on process (p.11).

The study is now in progress and this screen is where you will wait for all sample alerts. The "Lunch/Leave/Travel/Court" button options will be discussed later (p. 18).

The "Exit Study" button will be discussed later (p.23).

When you receive a sampling alert signal, you are prompted for an entry by the device according to your selected Sound/LED/Buzz options. The sampling alert screen is shown below.
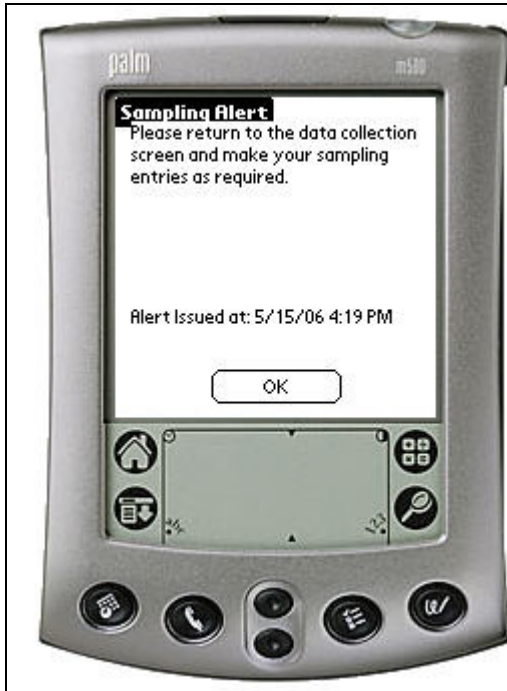
Important items on this screen:

- Sampling Alert Notice

- Time Stamp

- "OK" Button

Note: You have six (6) minutes in which to respond to a sample alert.

The one-minute warning screen is shown below.

Important items on this screen:
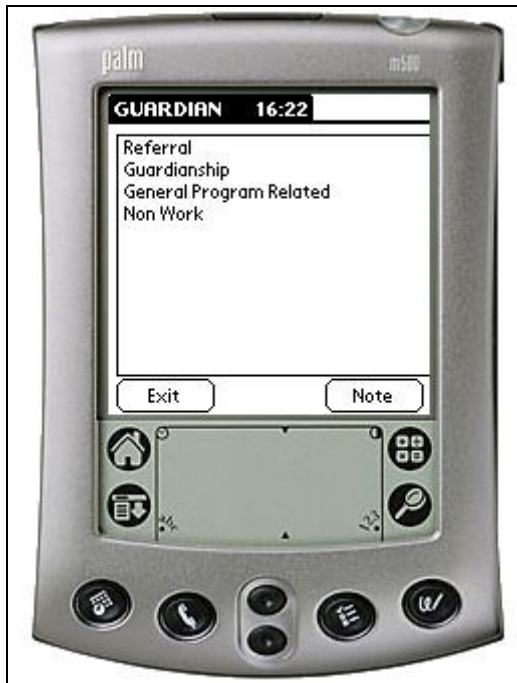
- Sampling Alert Warning Notice

- Time Stamp

- "OK" Button

Note: If you fail to enter a selection within five (5) minutes you will receive a warning "beep." You will then have one (1) minute after the warning signal to make an entry.

If you have not entered a selection after one (1) minute you will receive a series of beeps indicating you have missed an alert.

To enter data, tap the "OK" button to proceed to the data collection screen.

Use your stylus to tap on your First Level entry selection. In this example, tap "Guardianship."
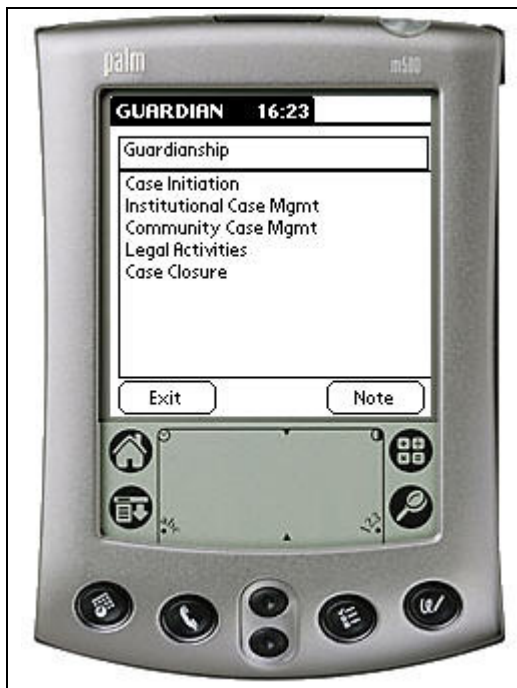
Important items on this screen:

- First Level Menu

Tapping the First Level entry displays the Second Level activity menu. The choices of the Second Level Activity menu are based upon your first selection.

Your First Level selection is shown in a box and the Second Level activities are shown below it. In this example, tap "Institutional Case Mgmt."

Important items on this screen:

- Second Level Menu

- First Level Selection (highlighted)

When you tap on your Second Level Activity selection, the Third Level Menu is displayed.

Your First and Second Level selections are shown in boxes and the Third Level activities are shown below it. In this example, tap "Service Plan."
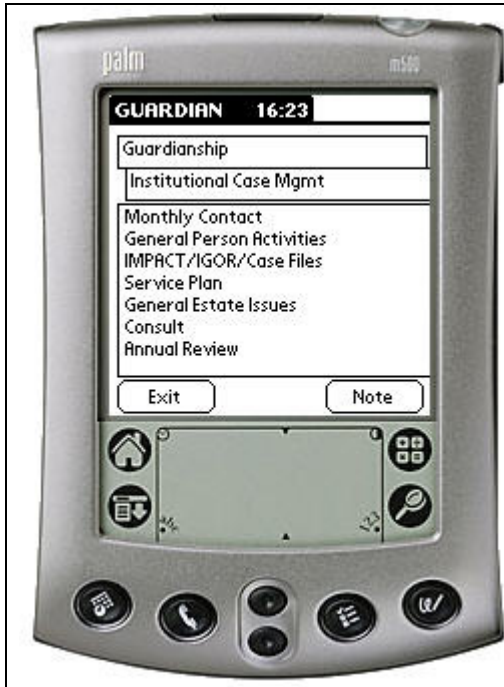
Important items on this screen:

- Third Level Menu

- First Level Selection (highlighted)

- Second Level Selection (highlighted)

Once your selections are complete, review the entries for errors from the summary screen below. To correct an entry, tap on the 1st Level entry to re-display the menu choices.
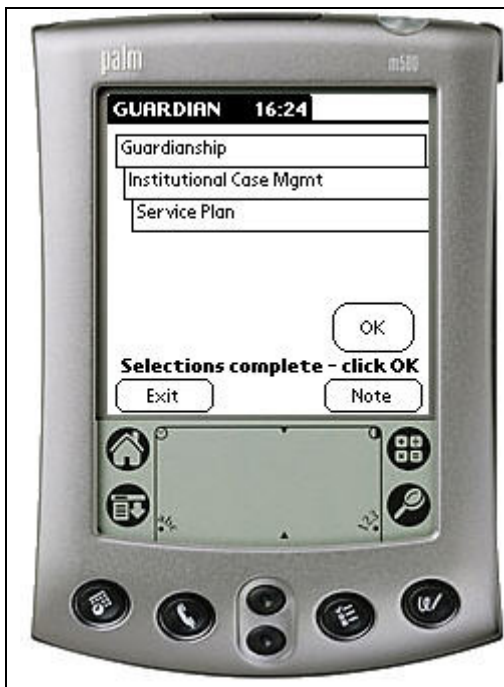
Important items on this screen:

- First Level Selection (highlighted)

- Second Level Selection (highlighted)

- Third Level Selection (highlighted)

- "OK" Button

Note: If corrections are required, tap the First Level selection to re-display the menus and then make corrections.

If your entries are correct tap "OK" to return to the "Sampling in Progress" screen (p. 13) to wait for the next sample alert.

Once your entries are complete you return to the "Sampling in Progress" screen to await your next sample alert.

From this screen you will initiate the next lesson in your training: Lunch/Leave/Travel/Court

	Important items on this screen: • "Sampling in Progress" Notice • "Lunch/Leave/Travel/Court" Button • "Exit Study" Button • Sound/LED/Buzz Indicators
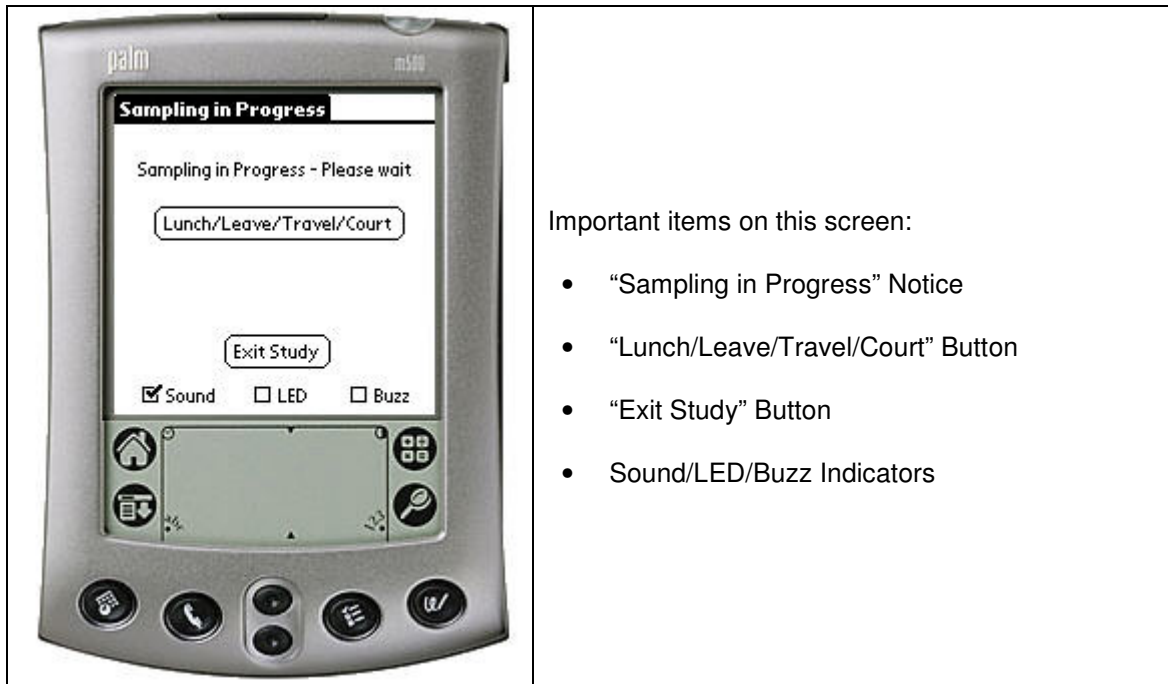
Note:

As discussed in the General Instructions (p. 7), there are only four (4) instances where you ignore the sample alerts you receive:

- when you have **lunch**;
- when you take **leave** during the day (but will return);
- when you **travel** in a car or plane; and,
- when you are in **court**.

Any time you are engaged in one of these activities you will not respond to PDA sample alerts.

Simply ignore these sample alerts.

You will enter and receive credit for these missed sample alerts through the "Lunch/Leave/Travel/Court" entry screens discussed in the following pages.

LUNCH/LEAVE/TRAVEL/COURT

The "Lunch/Leave/Travel/Court" function is to account for time during the study day in which you will not respond to sample alerts. Tap on the "Lunch/Leave/Travel/Court" button with your stylus.
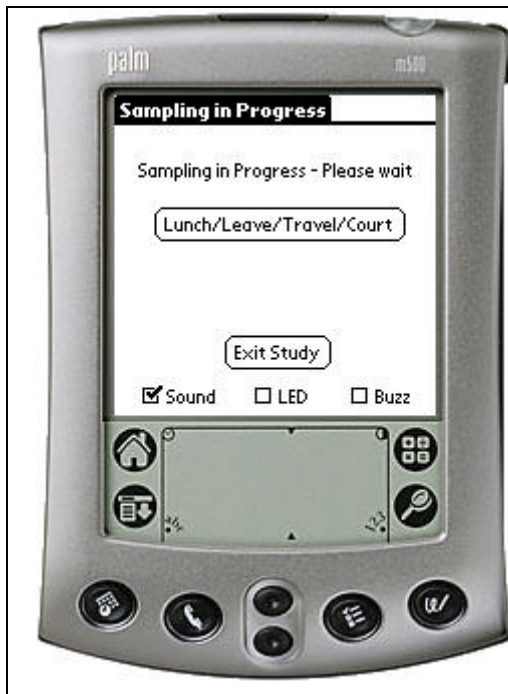
Important items on this screen:

- "Sampling in Progress" Notice

- "Lunch/Leave/Travel/Court" Button

- "Exit Study" Button

- Sound/LED/Buzz Indicators

If this is the first "Lunch/Leave/Travel/Court" entry of the day, the screen will be blank. Otherwise, "Lunch/Leave/Travel/Court" entries for the day will appear summarized. Tap on the "New" button.

Important items on this screen:

- Activity Log Summary

- "New" Button

- "Exit" Button

The menu displays a list for lunch, leave, various travel and court selections. Use your stylus to tap on the appropriate selection. In this example, tap "Lunch" to enter the practice times for the training.
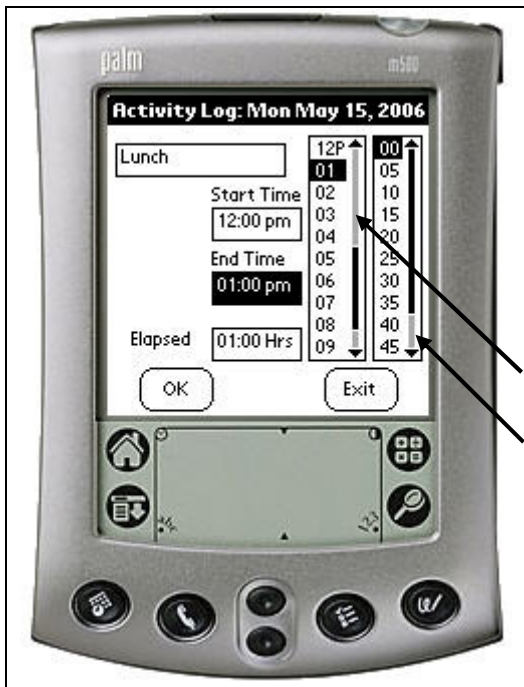
Important items on this screen:

- "Lunch/Leave/Travel/Court" Menu

- Scroll Bar

Note: To view all of the selections, tap the "scroll bar" up or down with your stylus.

The "Activity Log" screen appears. You will need to enter your "Start Time" AND "End Time" for your selection. The "Start Time" box is already highlighted. Tap the hour (1st vertical box) and minute (2nd vertical box) start time, in this example, 12:00 PM. Tap the "End Time" box to highlight it. Select the hour and minute end time; in this example, 1:00 PM.

Important items on this screen:

- Item Description

- Start time Box

- End Time Box

- Hours Scroll Bar

- Minutes Scroll Bar

- Elapsed Time

- "OK" Button

The system will calculate the total elapsed time and present it for confirmation purposes.

When you have entered the appropriate times, tap the "OK" button to confirm the entry.

The entry will appear in the Activity Log summary window.
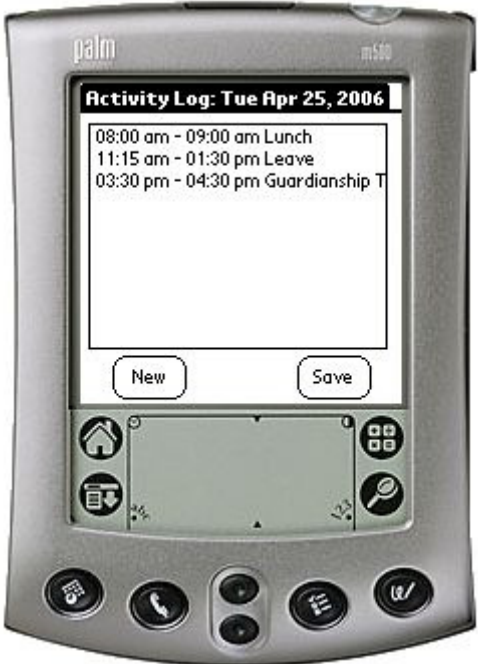
Important items on this screen:

- Activity Log Summary
- "New" Button
- "Save" Button

Repeat the entry steps to record additional "Lunch/Leave/Travel/Court" times as necessary (p. 21). The following illustrations show a Leave entry and a Travel entry in the Activity Log summary window.

Leave Entry

Important items on this screen:

- Activity Log Summary
- "New" Button
- "Save" Button

Travel Entry

Important items on this screen:

- Activity Log Summary

- "New" Button

- "Save" Button

Note:

If you receive a sample alert signal prior to saving your "Lunch/Leave/Travel/Court" time the "Sampling Alert" screen appears and require a response. Sample alert signals take priority.

Upon completion of entering sampling data, you must start the "Lunch/Leave/Travel/Court" entry process over (p. 18).
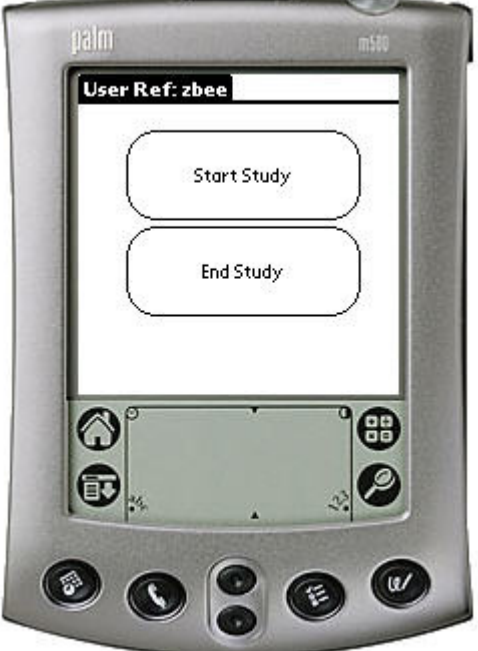
COURT

When you attend court hearings, you will remain logged on to the study; however, you _must_ place the PDA into a silent mode by turning off "Sound" and checking either:

"**LED**"	☐ Sound ☑ LED ☐ Buzz

or

"**Buzz**"	☐ Sound ☐ LED ☑ Buzz

After leaving court and making your "Lunch/Leave/Travel/Court" entries, be sure to turn "Sound" back on to avoid missing sample alerts.

"**Sound**"	☑ Sound ☐ LED ☐ Buzz

ENDING THE STUDY DAY

To end your study day, tap the "Exit Study" button.

Important items on this screen:

- "Sampling in Progress" Notice

- "Lunch/Leave/Travel/Court" Button

- "Exit Study" Button
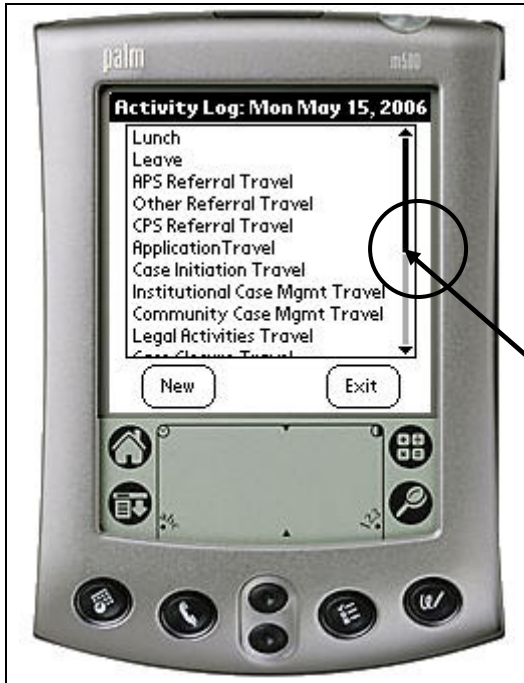
- Sound/LED/Buzz Indicators

From the Main Input screen tap the "End Study" button to completely exit the study.

Important items on this screen:

- "Start Study" Button

- "End Study" Button

Note: It is important that you log completely off the study each day.

You will return to the icon screen (p. 14) where you will turn off the device.

Please remember to charge the PDA whenever it is not in use.

PDA SYNCHRONIZATION PROCEDURES

The synchronization process, called the "Hot Sync Operation" or "Sync," is the transferring of information between a computer and a PDA. The PDA transfers data to your computer, which then transfers the data to a Performance & Workload Measurement server.

Palm PDA Sync Procedures

1. Place the PDA in the cradle

2. Press the "Hot Sync" button on the cradle as shown below. If you are using a sync/charger cable, you will tap the "Hot Sync" icon:

Note: To successfully "sync" the cradle *must* be plugged in to the USB port of your computer.

"Hot Sync" Icon

Hot Sync Button
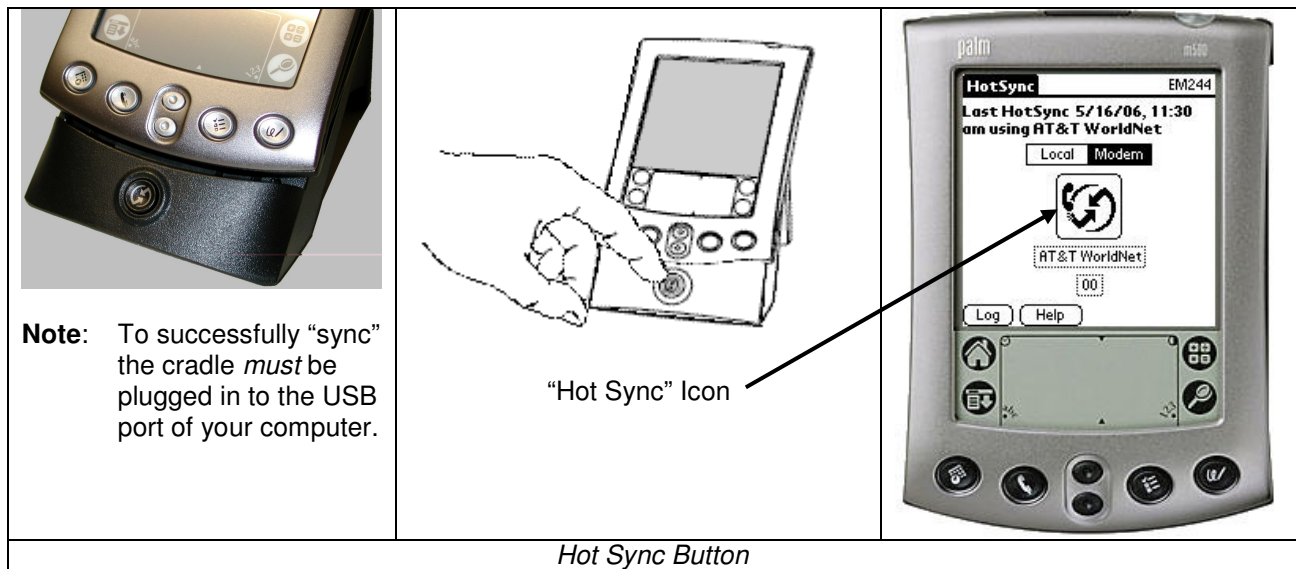
3. The first time you sync the PDA, the following message will appear:
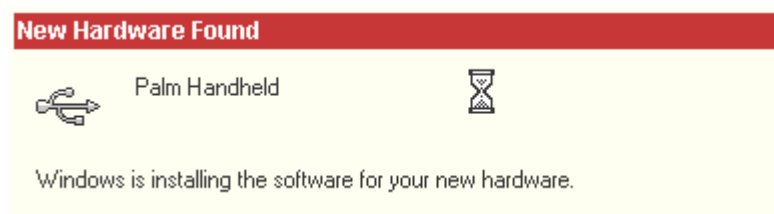
The above message will disappear when the following message comes up:
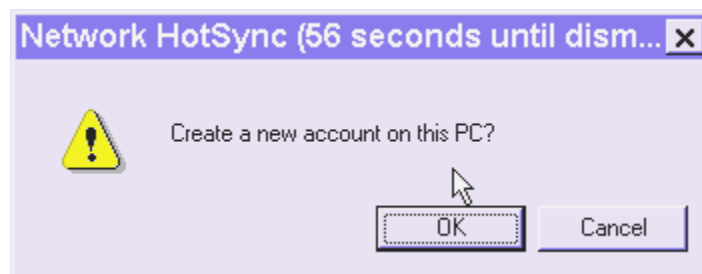
When you tap on the "OK" button, the following message may appear.
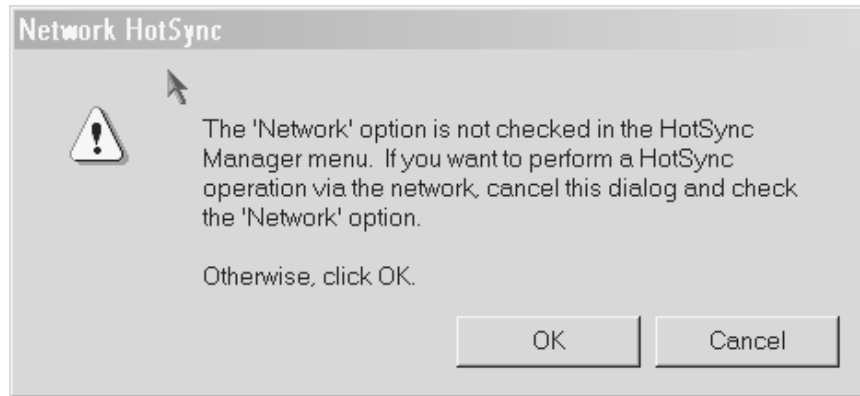
Tap on the "OK" button.

4. When synchronization begins, the following screen appears:
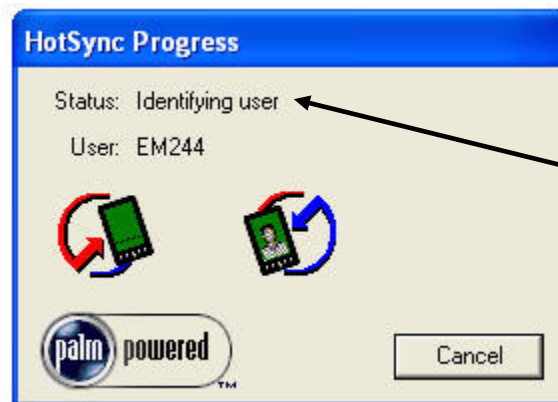
Note: The status will rapidly scroll through numerous headings.

5. While synchronization is in progress, a screen similar to the following will be displayed:
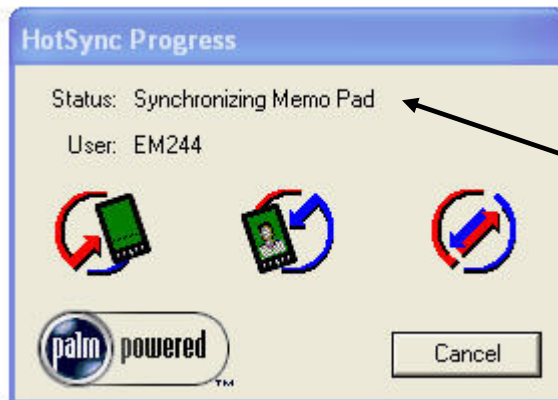
Note: The status will rapidly scroll through numerous headings.

When synchronization has completed, the message below will appear:

Leave the message on the screen. (For Windows 98 users it will appear minimized on the task bar).

6. When the PDA has finished synchronizing, repeat step 2.

   This is a critical step: YOU MUST SYNCHRONIZE TWICE.

7. You should then have a second successful message as shown above.

8. Tap "OK" on the two messages to clear them from your screen.

9. Remove the PDA from the cradle.

10. If synchronization is unsuccessful, contact your PWM (see Contacts and Troubleshooting Assistance, p. 2).

11. You will return to the "Hot Sync Screen" upon completion, tap the "Home" button to return to the three-icon sign on screen (p. 11).

"Home" Button

"Hot Sync" Button

Note: Tap the "Home" button to return to the three-icon sign on screen (p. 11).

PDA
Hot Sync Screen
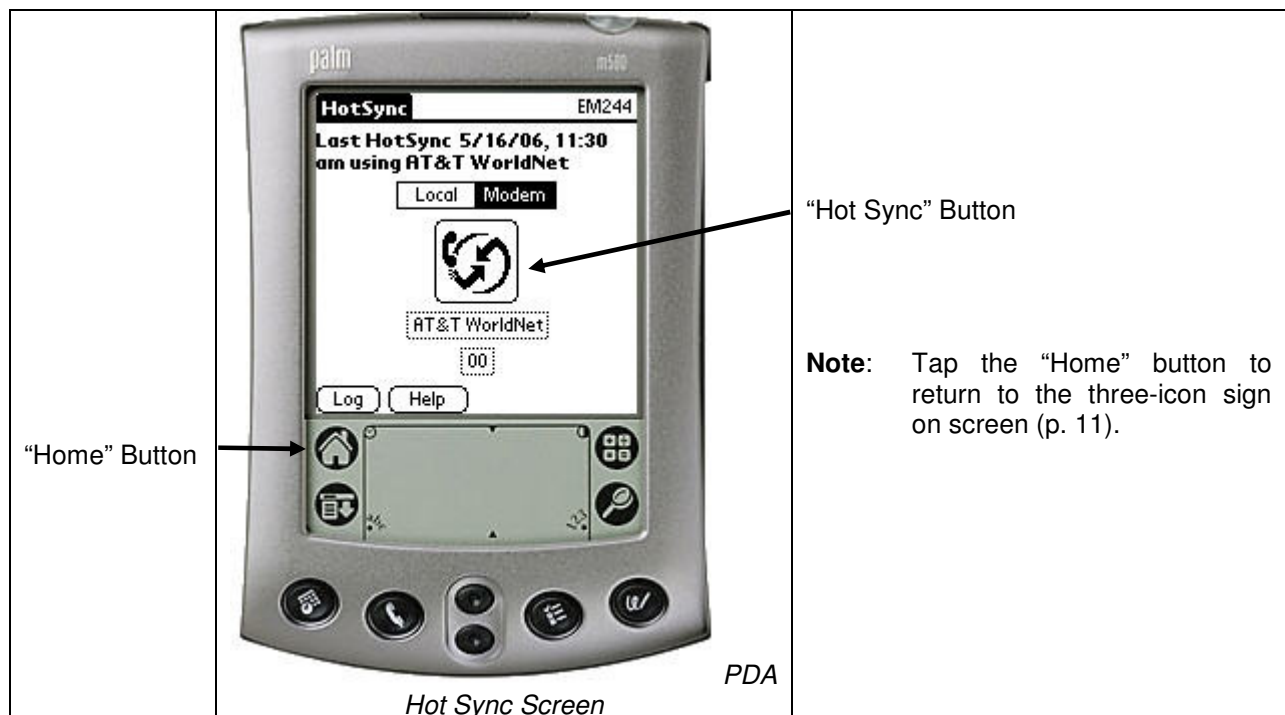
[This page is intentionally blank.]

Appendix F

Additional Work Measurement Study Data

Appendix F – Additional Work Measurement Study Data

Table 27 provides the unabridged percentage of time spent by Specialists in all Level 3 activities (see page 13):

Level 3 Activities – Statewide	
General Person Activities	17.3%
IMPACT/IGOR/Case Files	14.6%
Travel	11.4%
Monthly Contact	9.9%
Email/Mail/Copying/Filing	5.4%
General Estate Issues	4.9%
Training	4.6%
Assessment	2.8%
Meetings/Presentations	2.7%
Other Court Documents	2.3%
Document Results	2.3%
Initial Research	2.3%
Consult	1.9%
Service Plan	1.6%
Other Activities	1.5%
Annual Report	1.5%
Conversing w/Co Workers	1.3%
Attorney Consult	1.2%
Application	1.2%
Break	1.0%
Travel Voucher	1.0%
Policy Study	0.8%
Other Business	0.7%
In House Consult	0.6%
DFPS Consult	0.5%
In Court	0.5%
Annual Accounting	0.5%
Annual Review	0.4%
Referral Review	0.4%
Personal AccessHR Issues	0.4%
Placement & Benefits	0.3%
Individual Meetings	0.3%
Notice & Service	0.3%
Supervisory Consult	0.2%
Hearing/Oath	0.2%
Final Accounting	0.2%
Final Report	0.1%
Update IMPACT/IGOR	0.1%
Legal Consultation	0.1%
Transport Ward	0.1%
Run Reports	0.1%
AOC Transition Planning	0.1%
Arrange/Attend Funeral	0.1%
Close Accounts	0.1%
Initial Service Plan	0.0%
Caseload Management	0.0%
Inventory	0.0%
Table 27: Level 3 Percentage of Time – Unabridged	

Table 28 provides the unabridged percentage of time spent by Specialists in all Referral-related Level 3 activities (see page 20):

Level 3 Referral Activities – Statewide	
Assessment	24.3%
Initial Research	19.8%
Document Results	18.5%
Application	10.1%
Travel	8.5%
In House Consult	5.4%
DFPS Consult	4.4%
Referral Review	3.5%
Notice & Service	2.4%
Hearing/Oath	1.5%
Legal Consultation	1.0%
AOC Transition Planning	0.6%
Table 28: Referral – Level 3 Percentage of Time – Unabridged	

Table 29 provides the unabridged percentage of time spent by Specialists in all Guardianship-related Level 3 activities (see page 22):

Level 3 Guardianship Activities – Statewide	
General Person Activities	26.3%
IMPACT/IGOR/Case Files	22.2%
Monthly Contact	15.0%
Travel	12.2%
General Estate Issues	7.5%
Other Court Documents	3.6%
Consult	2.8%
Service Plan	2.4%
Annual Report	2.2%
Attorney Consult	1.9%
In Court	0.7%
Annual Accounting	0.7%
Annual Review	0.7%
Placement & Benefits	0.5%
Document Results	0.3%
Final Accounting	0.2%
Final Report	0.2%
Update IMPACT/IGOR	0.2%
Transport Ward	0.2%
Arrange/Attend Funeral	0.1%
Close Accounts	0.1%
Initial Service Plan	0.1%
Inventory	0.1%
Table 29: Guardianship – Level 3 Percentage of Time – Unabridged	

Table 30 provides the unabridged percentage of time spent by Specialists in all General Program Related Level 3 activities (see page 30):

Level 3 General Program Related Activities – Statewide	
Email/Mail/Copying/Filing	26.1%
Training	22.2%
Meetings/Presentations	13.0%
Travel	11.7%
Other Activities	7.3%
Conversing w/Co Workers	6.1%
Travel Voucher	4.8%
Policy Study	4.0%
Personal AccessHR Issues	1.9%
Individual Meetings	1.4%
Supervisory Consult	0.8%
Run Reports	0.5%
Caseload Management	0.2%
Table 30: General Program Related – Level 3 Percentage of Time – Unabridged	

Table 31 provides the unabridged percentage of time spent by Specialists in all Region 01/10 Level 3 activities (see page 35):

Level 3 Activities – Region 01/10		
01/10	General Person Activities	17.5%
01/10	Monthly Contact	10.1%
01/10	Travel	10.1%
01/10	IMPACT/IGOR/Case Files	9.0%
01/10	Assessment	8.9%
01/10	Email/Mail/Copying/Filing	8.1%
01/10	General Estate Issues	7.4%
01/10	Conversing w/Co Workers	4.9%
01/10	Meetings/Presentations	3.3%
01/10	Consult	2.4%
01/10	Annual Report	2.1%
01/10	Travel Voucher	1.7%
01/10	Notice & Service	1.6%
01/10	Initial Research	1.4%
01/10	Break	1.4%
01/10	Other Activities	1.4%
01/10	In House Consult	1.3%
01/10	Attorney Consult	1.1%
01/10	Other Court Documents	1.0%
01/10	Other Business	0.9%
01/10	Application	0.7%
01/10	DFPS Consult	0.6%
01/10	Personal AccessHR Issues	0.6%
01/10	In Court	0.4%
01/10	Referral Review	0.4%
01/10	Service Plan	0.4%
01/10	Annual Review	0.3%
01/10	Policy Study	0.2%
01/10	Annual Accounting	0.2%
01/10	Legal Consultation	0.1%
01/10	Placement & Benefits	0.1%
Table 31: Region 01/10 – Level 3 Percentage of Time – Unabridged		

Table 32 provides the unabridged percentage of time spent by Specialists in all Region 02 Level 3 activities (see page 37):

Level 3 Activities – Region 02		
02	IMPACT/IGOR/Case Files	23.8%
02	General Person Activities	19.9%
02	Travel	17.3%
02	Monthly Contact	12.4%
02	Meetings/Presentations	8.9%
02	Initial Research	3.7%
02	Service Plan	3.0%
02	General Estate Issues	2.7%
02	Travel Voucher	1.2%
02	Other Court Documents	1.1%
02	Annual Report	1.1%
02	Consult	1.0%
02	Email/Mail/Copying/Filing	0.7%
02	Attorney Consult	0.5%
02	Other Activities	0.4%
02	Assessment	0.4%
02	Break	0.3%
02	In Court	0.3%
02	Legal Consultation	0.3%
02	Notice & Service	0.3%
02	Personal AccessHR Issues	0.3%
02	DFPS Consult	0.1%
02	Conversing w/Co Workers	0.1%
02	Annual Review	0.1%
02	In House Consult	0.1%
Table 32: Region 02 – Level 3 Percentage of Time – Unabridged		

Table 33 provides the unabridged percentage of time spent by Specialists in all Region 03 Level 3 activities (see page 39):

Level 3 Activities – Region 03		
03	General Person Activities	17.9%
03	IMPACT/IGOR/Case Files	13.1%
03	Monthly Contact	12.1%
03	Travel	9.1%
03	General Estate Issues	7.6%
03	Email/Mail/Copying/Filing	7.2%
03	Assessment	4.3%
03	Other Activities	2.6%
03	Consult	2.3%
03	Initial Research	2.0%
03	Application	1.8%
03	Conversing w/Co Workers	1.7%
03	Other Court Documents	1.7%
03	Service Plan	1.5%
03	Training	1.5%
03	Attorney Consult	1.3%
03	Break	1.2%
03	Meetings/Presentations	1.2%
03	In House Consult	1.1%
03	Travel Voucher	1.0%
03	Annual Accounting	1.0%
03	Individual Meetings	0.9%
03	DFPS Consult	0.7%
03	Placement & Benefits	0.7%
03	Annual Review	0.6%
03	Annual Report	0.6%
03	Referral Review	0.6%
03	In Court	0.5%
03	Other Business	0.4%
03	Personal AccessHR Issues	0.4%
03	Close Accounts	0.4%
03	Policy Study	0.3%
03	Final Report	0.2%
03	Initial Service Plan	0.1%
03	Notice & Service	0.1%
03	Run Reports	0.1%
Table 33: Region 03 – Level 3 Percentage of Time – Unabridged		

Table 34 provides the unabridged percentage of time spent by Specialists in all Region 04 Level 3 activities (see page 41):

Level 3 Activities – Region 04		
04	IMPACT/IGOR/Case Files	20.5%
04	General Person Activities	19.9%
04	Travel	15.9%
04	Monthly Contact	10.7%
04	Initial Research	4.9%
04	Training	3.9%
04	Email/Mail/Copying/Filing	3.3%
04	Assessment	2.5%
04	Other Business	2.3%
04	Annual Report	2.0%
04	Consult	2.0%
04	Meetings/Presentations	2.0%
04	Break	1.7%
04	General Estate Issues	1.4%
04	Other Activities	1.4%
04	Annual Review	1.1%
04	Other Court Documents	0.8%
04	Service Plan	0.8%
04	In House Consult	0.6%
04	Attorney Consult	0.6%
04	Travel Voucher	0.6%
04	Referral Review	0.4%
04	DFPS Consult	0.3%
04	Conversing w/Co Workers	0.3%
04	Policy Study	0.3%
04	Application	0.1%
Table 34: Region 04 – Level 3 Percentage of Time – Unabridged		

Table 35 provides the unabridged percentage of time spent by Specialists in all Region 05 Level 3 activities (see page 43):

Level 3 Activities – Region 05		
05	IMPACT/IGOR/Case Files	24.3%
05	General Person Activities	12.8%
05	Monthly Contact	12.4%
05	Email/Mail/Copying/Filing	6.5%
05	Travel	6.1%
05	Service Plan	4.5%
05	Meetings/Presentations	4.3%
05	Other Court Documents	4.1%
05	General Estate Issues	3.6%
05	Annual Report	2.8%
05	Annual Accounting	2.1%
05	Travel Voucher	2.0%
05	Other Activities	1.9%
05	Initial Research	1.8%
05	Final Accounting	1.7%
05	Attorney Consult	1.6%
05	Consult	1.5%
05	Conversing w/Co Workers	1.0%
05	Individual Meetings	0.9%
05	Annual Review	0.8%
05	Break	0.6%
05	Referral Review	0.5%
05	Hearing/Oath	0.4%
05	Final Report	0.4%
05	In House Consult	0.4%
05	Assessment	0.3%
05	DFPS Consult	0.3%
05	Other Business	0.2%
05	Policy Study	0.2%
05	Run Reports	0.2%
05	Caseload Management	0.1%
05	Initial Service Plan	0.1%
Table 35: Region 05 – Level 3 Percentage of Time – Unabridged		

Table 36 provides the unabridged percentage of time spent by Specialists in all Region 06 Level 3 activities (see page 45):

Level 3 Activities – Region 06		
06	General Person Activities	20.9%
06	IMPACT/IGOR/Case Files	16.6%
06	Travel	14.8%
06	Training	13.6%
06	Monthly Contact	8.8%
06	Email/Mail/Copying/Filing	3.8%
06	Break	2.9%
06	General Estate Issues	2.5%
06	Annual Report	1.8%
06	Initial Research	1.7%
06	Meetings/Presentations	1.6%
06	Assessment	1.2%
06	Placement & Benefits	1.0%
06	Other Business	0.9%
06	Consult	0.8%
06	Travel Voucher	0.7%
06	Personal AccessHR Issues	0.7%
06	In House Consult	0.6%
06	Referral Review	0.6%
06	Supervisory Consult	0.6%
06	Arrange/Attend Funeral	0.5%
06	Other Activities	0.5%
06	Conversing w/Co Workers	0.5%
06	In Court	0.4%
06	Transport Ward	0.4%
06	Other Court Documents	0.4%
06	DFPS Consult	0.3%
06	Attorney Consult	0.2%
06	Hearing/Oath	0.2%
06	AOC Transition Planning	0.2%
06	Legal Consultation	0.1%
06	Service Plan	0.1%
06	Final Report	0.1%
06	Notice & Service	0.1%
06	Run Reports	0.1%
Table 36: Region 06 – Level 3 Percentage of Time – Unabridged		

Table 37 provides the unabridged percentage of time spent by Specialists in all Region 07 Level 3 activities (see page 47):

Level 3 Activities – Region 07		
07	IMPACT/IGOR/Case Files	20.7%
07	General Person Activities	9.4%
07	Monthly Contact	8.6%
07	Application	7.1%
07	Training	6.9%
07	Initial Research	6.1%
07	Meetings/Presentations	5.9%
07	Assessment	5.5%
07	General Estate Issues	3.9%
07	Other Court Documents	3.8%
07	Travel	3.2%
07	Email/Mail/Copying/Filing	2.9%
07	Consult	2.6%
07	Service Plan	2.6%
07	Attorney Consult	1.7%
07	Policy Study	1.5%
07	DFPS Consult	1.1%
07	Annual Report	1.1%
07	Travel Voucher	0.9%
07	In House Consult	0.9%
07	Conversing w/Co Workers	0.5%
07	Supervisory Consult	0.5%
07	Referral Review	0.5%
07	Personal AccessHR Issues	0.4%
07	Legal Consultation	0.3%
07	AOC Transition Planning	0.3%
07	Annual Review	0.3%
07	Initial Service Plan	0.2%
07	Run Reports	0.2%
07	Other Business	0.2%
07	Hearing/Oath	0.2%
07	Final Report	0.1%
Table 37: Region 07 – Level 3 Percentage of Time – Unabridged		

Table 38 provides the unabridged percentage of time spent by Specialists in all Region 08 Level 3 activities (see page 49):

Level 3 Activities – Region 08		
08	General Person Activities	16.6%
08	IMPACT/IGOR/Case Files	14.6%
08	Travel	11.9%
08	General Estate Issues	11.3%
08	Monthly Contact	8.2%
08	Training	7.0%
08	Email/Mail/Copying/Filing	5.5%
08	Other Court Documents	4.4%
08	Consult	2.7%
08	Annual Report	1.9%
08	Assessment	1.5%
08	Initial Research	1.3%
08	Other Activities	1.1%
08	Meetings/Presentations	1.1%
08	In Court	0.9%
08	Attorney Consult	0.9%
08	Service Plan	0.9%
08	Notice & Service	0.7%
08	Conversing w/Co Workers	0.7%
08	Application	0.7%
08	Placement & Benefits	0.6%
08	Referral Review	0.6%
08	DFPS Consult	0.6%
08	Annual Accounting	0.6%
08	Travel Voucher	0.6%
08	Other Business	0.5%
08	In House Consult	0.4%
08	Hearing/Oath	0.3%
08	Personal AccessHR Issues	0.3%
08	Break	0.3%
08	Individual Meetings	0.3%
08	Final Report	0.2%
08	AOC Transition Planning	0.2%
08	Annual Review	0.2%
08	Policy Study	0.1%
08	Run Reports	0.1%
08	Legal Consultation	0.1%
08	Caseload Management	0.1%
08	Transport Ward	0.1%
Table 38: Region 08 – Level 3 Percentage of Time – Unabridged		

Table 39 provides the unabridged percentage of time spent by Specialists in all Region 09 Level 3 activities (see page 51):

Level 3 Activities – Region 09		
09	IMPACT/IGOR/Case Files	23.4%
09	General Person Activities	16.5%
09	Travel	12.6%
09	Email/Mail/Copying/Filing	8.1%
09	Monthly Contact	7.8%
09	Training	6.5%
09	Service Plan	2.7%
09	General Estate Issues	2.4%
09	Assessment	2.0%
09	Conversing w/Co Workers	1.7%
09	Other Court Documents	1.7%
09	Consult	1.5%
09	Attorney Consult	1.5%
09	Break	1.3%
09	Other Activities	1.3%
09	Other Business	1.1%
09	Travel Voucher	1.0%
09	Meetings/Presentations	0.9%
09	Application	0.8%
09	Personal AccessHR Issues	0.7%
09	DFPS Consult	0.6%
09	Transport Ward	0.6%
09	Annual Report	0.6%
09	Hearing/Oath	0.5%
09	Legal Consultation	0.4%
09	Inventory	0.4%
09	Initial Research	0.4%
09	Annual Review	0.3%
09	Annual Accounting	0.3%
09	In House Consult	0.3%
09	Final Report	0.2%
09	Individual Meetings	0.2%
09	Run Reports	0.1%
Table 39: Region 09 – Level 3 Percentage of Time – Unabridged		

Table 40 provides the unabridged percentage of time spent by Specialists in all Region 11 Level 3 activities (see page 53):

Level 3 Activities – Region 11		
11	General Person Activities	23.1%
11	Travel	16.8%
11	Policy Study	8.1%
11	Monthly Contact	7.8%
11	IMPACT/IGOR/Case Files	6.8%
11	Email/Mail/Copying/Filing	6.4%
11	Other Activities	4.8%
11	Other Court Documents	4.5%
11	Training	4.3%
11	Attorney Consult	3.3%
11	In Court	2.5%
11	Meetings/Presentations	1.5%
11	Conversing w/Co Workers	1.3%
11	Consult	1.1%
11	Supervisory Consult	0.9%
11	General Estate Issues	0.9%
11	Other Business	0.9%
11	Annual Report	0.8%
11	Personal AccessHR Issues	0.7%
11	Annual Review	0.7%
11	Assessment	0.5%
11	Run Reports	0.4%
11	Caseload Management	0.4%
11	Initial Research	0.4%
11	Travel Voucher	0.3%
11	Break	0.1%
11	DFPS Consult	0.1%
11	Legal Consultation	0.1%
11	Referral Review	0.1%
11	Service Plan	0.1%
11	Individual Meetings	0.1%
Table 40: Region 11 – Level 3 Percentage of Time – Unabridged		

[This page is intentionally blank.]