

Attachment F

Interview Guide for
County Director of Human Services

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Interview Guide for County Director of Human Services

This guide should be administered to the County Director of the Department of Human Services.

Note: Begin audio-recording the interview.

Staff Role/Context

1. What is your current position title and role?
 - 1a. What are your main responsibilities?
 - 1b. How long have you been in your current role?
2. Before your current position, did you work in other positions for the State?
 - 2a. What positions?
 - 2b. How long were you in that role (those roles)?

Vision/Mission

(ASK INTERVIEWEE)

Before we get started, I would like to clarify some terminology . How do you refer to Child Welfare and TANF/Colorado Works in your county?

3. What is the vision (mission or values) of Child Welfare?
4. What is the vision (mission or values) of [TANF/Colorado Works]?
5. In your opinion, do the visions/missions of Child Welfare and TANF/Colorado Works complement or support each other?

Planning

(READ TO INTERVIEWEE)

During this interview we will be asking questions about integration. We define integration as the coordination of TANF/Colorado Works and Child Welfare policies and processes that link services across service boundaries for newly identified clients, dual-system clients, or clients with multiple co-occurring needs. Integration can be used to describe a range of activities, such as several agencies providing a service at one location and the creation of shared planning and budgeting. We use the term integration here to describe the activities taking place between TANF/Colorado Works (“welfare”) and Child Welfare agencies or divisions.

6. Does the TANF/Colorado Works program work together with the Child Welfare agency/division?

If yes:

- Probe for details of working together, when it began, what led to it

7. To what extent do you think it is desirable for these two agencies/divisions to work together?

8. If they work together, are you aware of the planning process for integrating TANF/Colorado Works and Child Welfare?

If yes:

8a. Was the planning process formal or informal?

8b. How long did the process take?

8c. Who led the process?

8d. Who was involved (e.g., agencies, community organizations, clients, other stakeholders)?

8e. Was there a planning workgroup or committee?

8f. How were decisions made?

9. Was the State involved in the planning process (e.g., policies, technical assistance)?

9a. Did State policies assist with the planning process? How?

9b. Did State staff assist with the planning process? How?

Leadership/Managerial

10. Do you think the leadership in your county has supported the two divisions/agencies working together and becoming integrated?

If yes:

10a. How has leadership supported the two divisions working together and becoming integrated?

- Probe on guidelines/policies, information sharing, data sharing, cross-training

If no:

- 10a. Why do you think there has been a lack of support?
11. How do you feel about the integration of TANF/Colorado Works and Child Welfare?
- Probe on whether it is positive/negative and why

Client-Serving Staff

12. Are staff allowed the time or given opportunities to develop relationships and work with other divisions?
13. Are staff from the Department aware of the roles and responsibilities of staff from the other divisions?

Funding

14. Do TANF/Colorado Works and Child Welfare share funding?

If yes:

- 14a. When did the sharing of funds begin?
- 14b. What proportion of total funds is shared between TANF/Colorado Works and Child Welfare?
- 14c. For what types of services or supports are the funds shared?
- Probe for shared funding related to certain programs, shared staff, office space Who is responsible for overseeing the budget of the shared funding?

Cross-Training

15. Do staff members receive cross-training about how TANF/Colorado Works and Child Welfare work together?

If yes:

- 15a. Who designed the training?
- 15b. What is the primary content of the training?
- 15c. Who participates in the training?
- 15d. Who conducts the training?
- 15e. How is the training funded?
- 15f. Is the training mandatory?
- 15g. How frequently is the training offered?
16. (**ASK IF RELEVANT**) In what areas does staff need additional skills/knowledge/support (for working with other divisions)?

Data Systems

17. Do your divisions have a shared information system? If yes, please describe the system.

Decision-making

18. Do TANF/Colorado Works and Child Welfare have shared decision-making structures and mechanisms?

If yes:

- 18a. When did TANF/Colorado Works and Child Welfare begin this shared decision-making process?
- 18b. How are decisions made?
- 18c. Do the two agencies share equally in the decision-making process?
- 18d. Are the leadership and/or management at each division aware of decisions being made at the other agency?

Case Planning

19. Is there a process for sharing information about clients (e.g., referrals to community-based services) between TANF/Colorado Works and Child Welfare?

- Probe on when this started, types of information shared, how information is shared, how often information is shared.

20. Has coordinated case planning (between Child Welfare and TANF/Colorado Works) been implemented?

If yes:

- 20a. How long has coordinated case planning been in place?
- 20b. How does the process work?
- 20c. Do the two agencies share equally in the case-planning process?

Committees or Workgroups Related to Integration

21. Is there a formal committee or other structure that oversees the integration of service activities between Colorado Works and Child Welfare?

If yes:

- 21a. How long has this committee been in place?
- 21b. How often does this committee meet?
- 21c. What are the core functions of this committee?
- 21d. Does the committee have any decision-making authority?
- 21e. Are you a member of the committee?

If no:

- 21a. Is such a committee being considered?

22. Are there other programs or divisions that work together with Colorado Works and Child Welfare?

- Probe about programs' roles

23. Does the State provide guidance or consultation on how TANF/Colorado Works and Child Welfare can work together?

23a. What guidance is provided?

23b. When did the State begin providing guidance?

24. Is there formal written policy in your Department about collaboration between TANF/Colorado Works and Child Welfare?

If yes:

24a. Since when?

24b. What is addressed by the policies (e.g., communications, case decisions)?

24c. Is there accountability or oversight included in the policies?

Facilitators and Barriers

25. How receptive are staff about the collaboration between Colorado Works and Child Welfare?

25a. Why do you think that is?

26. What factors do you think help facilitate TANF/Colorado Works and Child Welfare working together/integrating?

27. What are the barriers to TANF/Colorado Works and Child Welfare working together/integrating?

27a. Are there any specific barriers when working with any target populations? (e.g., clients with complex service needs, families receiving both TANF and Child Welfare services, teens that cannot live with parents due to abuse and neglect).

28. What factors do you think would help facilitate TANF/Colorado Works and Child Welfare working together/integrating?

EXAMPLE FACILITATORS TO USE AS PROBES IF NEEDED

- Policy at the state level
- Policy at the federal level
- Extent of agency consensus on appropriate integration model
- A common assessment tool
- A common client information system
- Ability to share client information between programs
- Availability of staff
- Middle manager or supervisor commitment to integration
- Client-serving staff commitment to integration
- Extent of client-serving staff understanding of need for services integration
- Availability of funding/blended funding from TANF/Child Welfare
- Integration is a high priority for executive staff
- Coordination of client timelines between the two programs

- Extent of flexibility in the Colorado TANF Plan
- Extent of flexibility in Colorado Child Welfare laws / regulations

Conclusion

29. From your perspective, what do you think is the future direction of integration between Colorado Works/TANF and Child Welfare services?

29a. Why do you think this?

30. Is there anything else you would like to add, any recommendations or lessons learned?

Those were all of my questions. We have learned a lot. Thank you for taking the time to talk with me today.