64. Workload Standards, Policies and Procedures

64.1 Overview

The purpose of this section is to outline Agency policy for staff and to ensure uniformity in the interpretation of the current Agreement between the County of Santa Clara and the Services Employee International Union (SEIU) Local 521, Worker Chapter. The workload standards, policies and procedures outlined in this material are based, primarily, on Appendix G of this same agreement.

64.2 Intake

This section addresses Intake workload standards and procedures; however, procedures related to requests for aid which are the responsibility of Continuing workers are also included.

For situations not covered by the Agreement or by this section, but which require immediate action, Social Services Program Managers (SSPMs) will make interim decisions. To maintain consistency within the Department of Employment and Benefit Services (DEBS), SSPMs will refer their interim decisions to DEBS Administration, who will communicate final decisions to all DEBS staff.

64.2.1 Intake Tallies

SNAP is a computer application used to maintain TMT users schedules. This application will be integrated within Intake Tallies.

64.2.2 Completion of the TMT Tally Tool

There is a monthly Intake Workload Standard. SNAP will interface with the TMT tool to determine total monthly work hours for each worker. The TMT Tally Tool will track and monitor all Intake cases assigned. This tool will assist in ensuring that workers are not assigned cases above their contractual standard.

The EW Supervisor shall maintain copies of the tallies for their respective unit.

64.2.3 Intake Tally Summary

The following will be available to support the Intake Tally Summary:
• All Intake worker data will be stored in the Data Warehouse.

• Workers current month Dashboards will be available for viewing in real time.

• Business Objects Reports will be available for cumulative data reports.

### 64.2.4 Monthly Intake Workload

The intake standard is forty-seven (47) applications per month. Each application for aid, including multiple aids, is worth one (1) credit.

### 64.2.5 Expected Workload

The number of applications an individual Intake EW will receive is based upon the number of hours worked according the following workload standards:

<table>
<thead>
<tr>
<th>Monthly Intake Standards Effective 11/1/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic Intake: (AAC, SC, NC and VMC)</td>
</tr>
<tr>
<td>47 applications per month.</td>
</tr>
<tr>
<td>GA Bureau Intake: [General Assistance- including Cash Assistance Program for Immigrants (CAPI), Non-Assistance Cal-Fresh and Medi-Cal)]</td>
</tr>
<tr>
<td>Equitable distribution of applications received daily.</td>
</tr>
<tr>
<td>VMC Hospital Screeners:</td>
</tr>
<tr>
<td>No standard.</td>
</tr>
<tr>
<td>Craig vs. Bonta Workers:</td>
</tr>
<tr>
<td>No standard.</td>
</tr>
<tr>
<td>Foster Care and Adoption Intake:</td>
</tr>
<tr>
<td>50 intake applications in a 21 day month.</td>
</tr>
</tbody>
</table>

### 64.2.6 Adjustments and Credits

#### Work Out of Class (WOOC)

No assignments will be given when an Intake EW is Working-Out-of-Class for the Supervisor.

#### Authorized Mandatory Training

Intake credit will be allowed for all authorized mandatory training of 3.6 hours or more. Intake credit for authorized technical training requires SSPM approval.
Erroneous Denials

All rescissions for erroneous denials are to be processed in Intake by the EW who made the error. No additional Intake adjustments will be allowed for the rescission of erroneous denials.

For Leaves

An EW may normally be granted one (1) day off the line (receive no new assignments) for every five (5) days leave time requested. However, the SSPM has discretion to decide the number of days off the line granted to any EW. That decision will be based on current workload, staffing requirements and business needs.

Cleanup days shall be taken immediately prior to the planned absence.

Counseling

With SSPM approval, as part of a specific written counseling plan or disciplinary action, an EW can be taken off the line. The DEBS Administrator shall be informed of all such removals from the line.

Unplanned Absences

If the EW calls in sick on the last two days of a month and it puts the EW over standard for the month, the EW will not be authorized overtime (OT) to complete the work. For example, if the EW is at 47 applications already and calls in sick on the last two days of the month, the EW will not get the credit for those two days. The number of assignments will remain at 47 for the month.

64.2.7 Case Responsibility

The CalWIN system is person-based and once data is entered for one program, it is available in the system to evaluate eligibility and the benefit amount for all programs. The goal during the Intake process is to fully utilize CalWIN for this purpose. At the time of initial application, the Intake EW is to screen and determine eligibility for all programs for which the applicant is potentially eligible. Accordingly, one "credit" is to be given for one Intake and the assigned Intake EW is to perform all necessary work on the application/case until it leaves Intake.

Note:

"Leaves Intake" is defined as cases transferred to closed files or out of the:

- Supervisor’s number and into Control (for those offices where there are both Intake and Continuing units).
- District Office (for offices where there are solely Intake units).
There may be instances in which applicants either decline to be screened for all programs or undergo changes in their personal circumstances and later make a request for an eligibility determination in other programs. If such a request is made while the case is still assigned to the Intake EW, the eligibility determination will be completed by that EW with no additional “credit” given.

Intake workers are fully responsible for all case activity while the case is assigned to them. Any work associated with the case (that is not rejectable to the previous worker) must be processed in Intake prior to transferring the case to Continuing. This includes, but is not limited to, any redeterminations (RRR) due in the future month or income reports that require processing.

64.2.8 Application Date

When all categorical aids are explored during the Intake interview, there may be instances in which a new "Application for Cash Aid, CalFresh, and/or Medical Assistance" (SAWS 1) or "Application for CalFresh" (CF 285) is required and separate beginning dates of aid must be established. When this situation occurs, this is still considered "work performed under the same case," and no additional adjustment will be allowed.

[Refer to “Application Date,” page 41-1] for chart used to assist in determining if a new application is required.

64.2.9 Add-a-Program Requests

Once a full calendar month has elapsed after discontinuance, the case will be processed in Intake, except when adding:

- Medi-Cal to existing CalFresh Cases.
- Medi-Cal to existing Medi-Cal cases.

Exception:

When adding regular Medi-Cal to a Qualified Medicare Beneficiary (QMB) only case.

- Medi-Cal to existing cash aid cases.
- CalFresh to cash cases.

[Refer to “Add a Program Requests,” page 41-2].

64.2.10 Transfer of Aided Family Member(s) Within Same Aid

[Refer to “Transfer of Aided Family Member(s) Within Same Aid,” page 41-3] to determine where the case is processed when transferring aided family members within the same aid.
64.3 Continuing

This section addresses Continuing workload standards and procedures.

64.3.1 Individual Caseloads

Only one type of caseload will be maintained by an EW (i.e. CalWORKs or CalFresh/Medi-Cal). Monthly individual caseload maximums are as follows:

<table>
<thead>
<tr>
<th>Monthly Individual Caseload Standards Effective 01/01/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caseload Type</td>
</tr>
<tr>
<td>CalWORKs</td>
</tr>
<tr>
<td>CalFresh/Medi-Cal Combo Cases</td>
</tr>
<tr>
<td>General Assistance</td>
</tr>
<tr>
<td>Foster Care</td>
</tr>
<tr>
<td>Adoption Assistance Program (AAP)</td>
</tr>
</tbody>
</table>

Note:
Medi-Cal Only caseloads remain unit based.

64.3.2 Bi/Multi-lingual Maximum

All certified bi/multi-lingual EWs who receive a bi/multi-lingual pay differential shall have their caseload capped. How this will be done through TMT is currently under development.

When a bi/multi language case load reaches 75% of the standard, the caseload must be capped at 80% (20% reduced caseload). In this instance, the entire 80% of the caseload may be made up of second/multi language cases.

Note:
When workers are certified in more than one language, the total percentage of languages combined cannot exceed 75%.

64.3.3 Phone Support (PS)

EWs are responsible for handling phone calls from clients with cases in their caseload. Calls not made directly to an EW will be handled by the centralized clerical Phone Support (PS) staff.
The PS will ID cases and route them to the assigned EW if the case is assigned. If the case is in control, PS will send an email to a designated district office email box and inform the client that they will be contacted within 24 hours. The client’s call will be documented by PS in the CalWIN Maintain Case Comments window.

### 64.3.4 Caseload Reports

Caseload reports generated by Data Statistics and Research (DSR) are distributed to ensure balanced caseloads and for use by EW as a tool to monitor action needed on cases in their individual caseload.

#### Caseload Listing 608

The 608 listing includes all cases assigned to a specific worker and serves as a case management tool for the EW. The 608 provides EWs with case alerts, specific case information (i.e. RRR due next month, Periodic Report due, expired exemption etc.) and is generated on a monthly basis. Cases assigned during the current month will not be reflected on the 608 until the following month.

#### Caseload Control 648

The 648 is a caseload summary listing by EW caseload number. The report tracks programs, number of cases assigned to EW, certified second language and case weight. The 648 is used by district office Control Clerks to ensure caseload size and case management is in accordance with the current labor contract agreement. The 648 is produced daily and is the responsibility of the Control Clerk to monitor.

### 64.4 Case Movement

Case movement may occur under the following circumstances:

- Case is discontinued
- Program composition changes (i.e. CalWORKs to CalFresh)
- Language needs
- Disbanding of a unit
- Death of a client
- Office reconfiguration
- Census tract changes
- Assigned worker goes on leave, retires, is promoted or transfers.

#### 64.4.1 Case Transfers

Cases will be transferred to a CalFresh or Medi-Cal unit after a case is converted to CalFresh or Medi-Cal only after the cash aid or CalFresh programs have been discontinued for one month. A one month holding period is defined as a calendar month beginning the month after the cash aid program (CW, GA, CAPI) or CalFresh has discontinued.