Administrator's Reference Guide & System Documentation

Minnesota Local Workload Analytic Tool

Prepared for:

Minnesota Department of Human Services

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In 2009, Hornby Zeller Associates, Inc. (HZA) completed a workload study for the Child Safety and Permanency Division of the Minnesota Department of Human Services (MDHS). The resulting report provided standards, expressed in terms of the number of hours required to handle a workgroup, for workgroups of various types. Time caseworkers have available to devote to workgroups was also provided, offering the state and its counties the two key elements needed to measure resource need.

HZA has developed a Workload Analytic Tool for counties to use, on an ongoing basis, to determine whether sufficient resources exist. The Analytic Tool, constructed using MS Excel, calculates resource need for workgroups managed by child welfare and children's mental health caseworkers, at the county level by unit or staff person for small counties, from point of intake through to closure.

Since single measurements may be affected by seasonality or by random variations in caseload, it is recommended that the counties use the analytic tool repeatedly to identify patterns, showing not only whether there are sufficient resources within the agency as a whole, but also whether the distribution of resources across workgroup types is appropriate. The tool has been constructed with sufficient flexibility to allow the counties to continue to predict staffing need as future changes in policy and practice are implemented.

The *Administrator's Reference Guide and System Documentation* provides general user information and instructions for staff with administrative privileges to follow when changes to the Analytic Tool are needed. It also documents the contents of the tool and the formulas which are used to calculate resource need.

Generally the users of the Analytic Tool will be directors, managers and possibly supervisors. The tool is not intended for use by line staff. Administrative privileges should be restricted to one or two persons. Most agencies restrict administrative privileges to information technology services' staff.

GENERAL OVERVIEW

In total there are five worksheets which make up the Workload Analytic Tool. While two require user input, others are for informational purposes only showing the results of calculations of the time needed to handle workgroups and of the projected workload need. Columns, rows and cells have been highlighted in a variety of colors to guide the user in identifying which cells are intended for data entry purposes, which are view-only and which can be modified. The tool's fields can be categorized as either "unprotected" or "protected."

Unprotected

White

Cells which are not highlighted, i.e., the cells which are white, are used for data entry. Users will input data in the white cells to record staff and case counts as well as identify the hours which workers are to work in the average work week. White cells are contained in the *Resource Summary* and *Workgroup Counts* worksheets.

Protected

Yellow

Row and column headings highlighted in yellow are view-only.

Tan

Row headings highlighted in tan are view-only and contain workgroup type, workgroup tasks and county names.

Blue

Cells highlighted in blue are view-only. Formulas used to calculate time needed to process workgroups and, in turn, project staff needs based on current resource levels are contained within the blue cells.

Salmon

Salmon highlighted areas represent totals and sub-totals of workgroup counts, current and projected staff needs, hours needed and time available for casework. These cells, also containing formulas, are view-only.

Gold

Cells highlighted in gold represent areas which may be modified to account for differences when changes in practice take place. Such cells can be found in the *Calculated Workgroup Time* worksheet.

The following summarizes the five worksheets.

Resource Counts

The *Resource Summary* worksheet allows users to record staffing counts of caseworkers by unit and identify average weekly work hours. This worksheet provides the final answer to the question "Where do resources need to be shifted and/or added to meet the demands of the county's child welfare and children's mental health caseload?"

Workgroup Counts

Users will enter counts for each workgroup type in the *Workgroup Counts* worksheet, by unit (or staff person if a small county).

Hours Needed

For each workgroup type, a different amount of time is needed to either complete an event (e.g., substantiate an investigation) or to manage a workgroup on a monthly basis to satisfy policy and practice standards. The *Hours Needed* worksheet identifies the time needed to handle each type of workgroup as well as the hours needed, by workgroup type and unit or staff person based on caseload size.

FTEs Needed

The *FTEs Needed* worksheet measures the resources needed to process workgroups sufficiently by applying the hours caseworkers have available for case work to the hours needed.

Calculated Workgroup Time

Certain tasks must be completed to satisfy policy and practice standard requirements for child welfare and children's mental health workgroups. A formula has been inserted into the *Calculated Workgroup Time* worksheet to sum required and other time, thus calculating the total time needed to spend on a workgroup for each workgroup type. The totals are auto-posted to the *Hours Needed* worksheet.

The following portions of this section describe each of the worksheets, outlining what information, if any, the user will enter and what information is provided.

RESOURCE SUMMARY

The *Resource Summary* worksheet allows users to record the number of caseworker Full-time Equivalents (FTEs). As the number of FTEs change, the counts can be updated by posting new figures to the *Resource Summary* worksheet. The column labeled "Caseworker FTEs" provides cells for the user to report counts of staff by unit or by staff person, if the county is small. The user will begin by first entering into the column labeled "Unit" the name of each unit (or staff person, for small counties).

If counts of workgroups did not change (*Workgroup Counts* worksheets) nor the time needed to spend on a workgroup (*Calculated Workgroup Time*), by entering updated counts of caseworker FTEs into the respective cells, projections for the amount of staff needed to handle workgroups would be updated.

The column labeled "Projected FTE Need" provides the ultimate answer to the question as to adequacy of staffing. Projected need is based on the sum of the hours needed to spend on the caseload for each workgroup type based on the caseload size; the result is divided by the time available for case work to determine the overall count of caseworkers needed for the county and by unit.

A positive number in the "Staffing Difference" column indicates additional caseworkers are needed. A negative number indicates that a shift of resources from one unit to another or to other programs within a county may be warranted as more caseworkers are available than what are needed to handle the volume of child welfare/children's mental health workgroups.

A ratio of the Projected FTE Need to the Current Caseworkers FTE may also be used to identify resource need. A ratio greater than 1 in the "Ratio of Need" column indicates additional resources are needed while a ratio less than 1 indicates a shift in resources may apply. A ratio equal to 1 indicates the number of current caseworker FTEs is the number needed to handle the present caseload size.

Users should identify the average number of hours caseworkers are supposed to work, less time for lunch. The user should insert a "1" into cell beneath the 40, 37.5 or 35 hour column, as appropriate, under the label "Weekly Required Work Hours." This will in turn cause the appropriate hours caseworkers have available to devote to casework to be applied (104.30, 97.79 or 91.27 hours, respectively) in the calculation of resource need.

The table which follows describes the contents of each column in the *Resource Summary* worksheet. Totals are provided for the county and by unit.

Column	Definition
Unit	Unit names should be entered.
Total FTE Count	Totals and ratios are auto-populated, summing the county's unit staffing resources and need.
Current Caseworker FTEs	Counts of caseworker FTEs should be entered for each unit.
Projected FTE Need	The number of staff needed to handle the caseload size, based on the counts of workgroups populated in the *Case Counts* worksheet, is calculated for each unit.
Ratio of Need	The proportion of "Projected FTE Need" to "Current Caseworker FTEs" is auto-populated.
Staffing Difference	The number auto-populated in the "Staffing Difference" column represents the result of the formula "Projected FTE Need" less "Current Caseworker FTEs."
Weekly Required Work Hours	Column title.
40	Users should enter a "1" in the cell below the label if the average hours caseworkers are required to work each week is 40, less time for lunch.
37.5	Users should enter a "1" in the cell below the label if the average hours caseworkers are required to work each week is 37.5, less time for lunch.
35	Users should enter a "1" in the cell below the label if the average hours caseworkers are required to work each week is 35, less time for lunch.

WORKGROUP COUNTS

Workgroup types are defined using the terms "event" and "status." "Event" workgroups (e.g., investigations) are those in which a particular event or action must take place before a new workgroup may pass to the next stage. "Status" workgroups (e.g., case management, foster care) are those in which there is no specific activity occurring and any required tasks associated with the workgroup are defined in terms of frequency. A count of status workgroups should represent those which are active as of a certain period of time; often the end of the month is used to count workgroups. The analytic tool has been constructed to measure resource need for event workgroups based on the month in which the event was initiated (e.g., date of report).

Counts of workgroups for each workgroup type should be entered in the *Workgroup Counts* worksheet. Formulas have been applied to the worksheet that sums the total number of workgroups for the county and for each unit. A total count of workgroups for the county may be viewed in the "County Totals" column.

The table below describes the contents of each column in the *Workgroup Counts* worksheet.

Column	Definition
Workgroup Type Code	The code used to define workgroup types is displayed.
Workgroup Type Definition	The description identifies the specific workgroup type and placement type for children removed from the home.
County Totals	Counts of workgroups for each workgroup type are calculated for the county.
Unit Name	Counts of workgroups for each workgroup type by unit should be entered in the unit's respective column. Unit names entered in the *Resource Summary* worksheet are auto-populated in the column headings.
Totals	Using formulas in each cell, the total number of workgroups is auto-populated for the county and for each unit.

HOURS NEEDED

A formula has been applied to the *Hours Needed* worksheet to calculate the total time needed to spend on the volume of workgroups for a given workgroup type, summing the total hours for each workgroup type for the county and by unit. The counts of workgroups for each workgroup type, taken from the *Workgroup Counts* worksheet, is multiplied by the total time needed to complete the required and other tasks (*Calculated Workgroup Time*) for each workgroup type.

To illustrate the formula, the following example is offered using a Non-Relative Family Foster Care workgroup. The count of workgroups in the *Workgroup Counts* worksheet listed for workgroup type 403 – Non-relative Family Foster Care will be multiplied by the "Time Standard for Caseworkers" for that same workgroup type as taken from the *Calculated Workgroup Time* worksheet.

The following table provides a general description of the worksheet contents by column.

Column	Definition
Workgroup Type Code	The code used to define workgroup types is displayed.
Workgroup Type Definition	The description identifies the specific workgroup type and placement type for children removed from the home.
Time Standard for Caseworkers	Using the formula contained in each cell, the hours needed to handle a workgroup based on the required and other tasks is posted from the *Calculated Workgroup Time* worksheet.
County Totals	Using the formula contained in each cell, the total number of hours needed for each workgroup type is summed for the county.
Unit Name	Using the formula contained in each cell, the total number of hours needed for each workgroup type is broken down by unit based on the "Time Standard for Caseworkers" and the workgroup count in each unit. Unit names entered in the *Resource Summary* worksheet are auto-populated in the column headings.
Totals	Using the formula contained in each cell, the total number of hours needed to spend on the workgroups is summed for the county and for each unit.

Note

> Time needed to complete Traditional (Family) Investigation/Facility Investigation workgroups and Family Assessment Response workgroups has been increased to account for state and county policy which provides caseworkers with 45 days to render a decision. The time needed for these workgroup types is increased by half again as much for each, as if the investigations and assessments are completed in the month in which they are received.

FTEs NEEDED

The *FTEs Needed* worksheet generates a count of needed resources in terms of full-time equivalent caseworkers. The resulting figure identifies the number of caseworkers needed based on the number of workgroups for each workgroup type. The total hours needed to manage the volume of workgroups, taken from the *Hours Needed* worksheet, is divided by the number of hours caseworkers have available to devote to case work, taken from the *Resource Summary* worksheet and based on the average hours caseworkers work in a week.

The contents of the *FTEs Needed* worksheet are described below.

Column	Definition
Workgroup Type Code	The code used to define workgroup types is displayed.
Workgroup Type Definition	The description identifies the specific workgroup type and placement type for children removed from the home.
County Totals	Counts of FTEs needed to manage the volume of workgroups on a monthly basis are displayed by workgroup type for the county.
Unit Name	Using the formula contained in each cell, FTEs needed are displayed for each workgroup type by unit. Unit names entered in the *Resource Summary* worksheet are auto-populated in the column headings.
Totals	Using the formula contained in each cell, the total number of hours needed to spend on the workgroups is summed for the county and for each unit.

CALCULATED WORKGROUP TIME

The Time Study portion of the Workload Study measured the average amount of time needed to complete required and other tasks. "Required" tasks are defined as those which must be done based on policy or practice standards while "other" tasks are not dictated by policy, such as preparing for court or meetings. The sum of the required and other tasks for each workgroup type is the calculated time needed to spend on a workgroup on a monthly basis or "Time Standard."

The *Calculated Workgroup Time* worksheet identifies the times needed to complete the various required and other tasks for each type of workgroup. Time for required tasks is listed for only those workgroup types for which the required task is to be completed. All workgroups have time reported for other tasks. As changes in policy or workflow are made, the worksheet may be amended to capture new required tasks, delete obsolete required tasks and update times needed to perform both required and other tasks.

The content of the worksheet is described below.

Column	Definition
Required Tasks	The individual required tasks are listed along with a placeholder for time to complete other tasks.
Workgroup Types	Each workgroup type is listed which allows a unique time standard to be computed for each workgroup type.

Note

Counts of Family/Facility Investigations and Family Assessment Responses initiated during the month are used to calculate resource need. Given that state and county policy provides caseworkers with 45 days to render a decision, the time needed for this workgroup type will be increased by half again as much for each, as if the investigations and assessments are completed in the month in which they are received. The increase in time adjustment is found in the *Hours Needed* worksheet.

This section details the contents of each worksheet, including formulas which are used to sum workgroup type, county/unit totals and project staffing need.

RESOURCE SUMMARY

The *Resource Summary* worksheet calculates the difference in the amount of Full-time Equivalent Caseworkers (FTEs) by the number of FTEs needed to manage the county's current caseload for the county as a whole and by unit. The Projected FTE need is calculated by dividing the number of hours needed for a workgroup type by the hours caseworkers have available to devote to case work. Counties are given an opportunity to identify the average hours caseworkers are to work each week, less time for lunch, thus applying the appropriate time available for casework in the projection of need.

The table which follows describes the contents of the *Resource Summary* worksheet.

Column	Cell Location	Content
Unit	A1-A2	Title.
Total FTE Count	A3	Title.
Unit	A4-A50	User will enter the unit name or caseworker name, if a small county.
Current Caseworker FTEs	B1-B2	Title.
Total Caseworker FTEs	B3	Calculated sum of FTEs for the county.
Unit Caseworker FTEs	B4-B50	User will enter the count of FTEs for each unit or staff person.

Column	Cell Location	Content
Projected FTE Need Total Projected FTE Need Unit Projected FTE Need	C1-C2 C3 C4-C50	Title. Calculated sum of projected FTEs needed for the county. These cells contain a formula that provides the total number of FTEs needed for each unit or staff member, calculated by dividing the sum of all the *Hours Needed* for each workgroup type by the "Time Available for Casework," dependent on the hours caseworkers are required to work each week.
Ratio of Need[1] County Ratio Unit Ratio	D1-D2 D3 D4-D50	Title. Calculated ratio of projected FTEs needed to current caseworker FTEs for the county. The unit cells contain a formula that provides a ratio of projected FTEs needed to current caseworker FTEs.
Staffing Difference Total Staffing Difference Unit Staffing Difference	E1-E2 E3 E4-E86	Title. Calculated sum of the difference of projected FTEs needed less current caseworker FTEs for the county. These cells contain a formula that subtracts the number of current caseworker FTEs from the number of projected FTEs needed. Negative numbers are listed in parenthesis.

[1] A value greater than 1 indicates additional caseworkers are needed. A value less than 1 indicates a shift in resources might be appropriate to programs within the county where additional caseworkers are needed. A value equal 1 indicates sufficient caseworkers are on staff to manage the present caseload size.

Column	Cell Location	Content
Weekly Required Work Hours	F1-H1	Title.
40	G2	Title.
37.5	H2	Title.
35	I2	Title.
County Caseworker Hours	G3-I3	Users will insert a “1” in the cell which describes the number of hours caseworkers are to work in an average week, less time for lunch.
Instructions	F4-H9, F13-H15 and F19-F22	Instructions are provided for users to follow when entering data in the worksheet.

WORKGROUP COUNTS

The *Workgroup Counts* worksheet is where users will enter in the number of workgroups by workgroup type for each unit. The worksheet will calculate the total number of workgroups by unit, where different types of workgroups are carried by a unit, as well as by the total number of workgroups by workgroup type for the county.

The table which follows details the contents of each column in the *Workgroups Counts* worksheet.

Column	Cell Location	Content
Workgroup Type Code	A1-A2	Title.
Code	A3-A19	List of workgroup type codes.
Workgroup Type Definition	B1-B2	Title.
Definition	B3-B19	List of workgroup definitions.
Totals	B20	Title.
County Totals	C1-C2	Title.
Workgroup Type	C3-C19	The formula in each cell calculates the sum of workgroups by workgroup type.
Totals	C20	The formula calculates the sum of all workgroups.
Units	D1-AX2	Unit names. The unit names entered in the *Resource Summary* worksheet are auto-populated.
Workgroup Type	D3-AX19	In each white cell, the user enters the number of workgroups for each workgroup type in the respective unit column.
Total Unit Count	D20-AX20	The formula in the total column cells calculates the sum of the workgroups for each unit.

HOURS NEEDED

A first step in the calculation of resource need is to identify the hours needed to manage the caseload. The *Hours Needed* worksheet contains a formula for each workgroup type by unit which computes the total hours needed to spend on the volume of workgroups. The basic formula for each workgroup type is as follows, Case Count (*Case Counts*) x Time Standard for Caseworkers (*Hours Needed*).

Details of the *Hours Needed* worksheet are as follows.

Column	Cell Location	Content
Workgroup Type Code Code	A1-A2 A3-A19	Title. List of workgroup type codes.
Workgroup Type Definition Definition Totals	B1-B2 B3-B19 B20	Title. List of workgroup definitions. Title.
Time Standard for Caseworkers Workgroup Type	C1-C2 C3-C19	Title. The formula in these cells contains the sum of the time for required and other tasks as listed in the *Calculated Workgroup Time* worksheet for each workgroup type.
County Totals Workgroup Type Totals	D1-D2 D3-D19 D20	Title. The formula in each cell contains the sum of the hours needed for each workgroup type. Calculated total of hours needed for all workgroups.

Column	Cell Location	Content
Units	E1-AYI1	Title. The unit names entered in the *Resource Summary* worksheet are auto-populated.
Workgroup Type	E3-AY19	The cells display the number of hours needed for each workgroup type within a unit. The formula in each workgroup type cell references the respective workgroup count cell location in the *Workgroups Counts* worksheet and multiplies it by the respective “Time Standard for Caseworkers” cell.
Total Unit Count	E20-AY20	Sum of the total hours needed for each unit.

FTEs Needed

The *FTEs Needed* worksheet contains a set of formulas which calculate resources needed to handle the workload based on the time caseworkers have to devote to casework.

The following details the contents of the worksheet.

Column	Cell Location	Content
Workgroup Type Code Code	A1-A2 A3-A19	Title. List of workgroup type codes.
Workgroup Type Definition Definition Totals	B1-B2 B3-B19 B20	Title. List of workgroup definitions. Title.
County Totals Workgroup Type Total Statewide Count	C1-C2 C3-C19 C20	Title. The formula in each cell contains the sum of the hours needed for each workgroup type. Calculated total of hours needed for all workgroups.
Units Workgroup Type Total Unit Count	D1-AX1 D3-AX19 D20-AX20	Title. The unit names entered in the *Resource Summary* worksheet are auto-populated. The formula in each cell computes the FTEs needed for each workgroup type by referencing the respective "Hours Needed by Workgroup Type" cell location in the *Hours Needed* worksheet and dividing it by the hours caseworkers have available for casework, dependent on the hours caseworkers are to work each week as reported in the *Resource Summary* worksheet. Sum of the FTEs needed for each unit.

CALCULATED WORKGROUP TIME

The analytic tool contains the times needed to complete required and other tasks and formulas which sum the total time needed to complete all the tasks for each workgroup type. The gold highlighted cells may be changed as policies or practice standards change, amending the time it takes to complete a task, adding new tasks and their respective times, or deleting a task that is no longer completed for all workgroups of a given workgroup type (i.e., required tasks). Once a gold cell has been altered, the salmon colored cells will readjust the sums accordingly, including those in the *Hours Needed* worksheet.

The following details the contents of the worksheet.

Column	Cell Location	Content
Required Tasks	A1	Title.
Definition	A2-A13	List of required tasks.
Other Tasks	A14	Title.
Time Standard	A15	Title.
Intake Screening (Child)	B1	Title.
Required Tasks	B2-B13	If tasks are required for Intake Screening (Child) workgroups, the administrator will enter the time needed to complete each required task.
Other Tasks	B14	The administrator enters the time needed to complete other tasks for Intake Screening (Child) workgroups.
Time Standard	B15	The sum of all time entered for required and other tasks for Intake Screening (Child) workgroups.

Column	Cell Location	Content
Traditional/Facility Investigation	C1	Title.
Required Tasks	C2-C13	The administrator enters the time needed to complete each required task for investigations.
Other Tasks	C14	The administrator enters the time needed to complete other tasks for investigations.
Time Standard	C15	The sum all the time entered for required and other tasks for Traditional/Facility Investigation workgroups.
Family Assessment	D1	Title.
Required Tasks	D2-D13	The administrator enters the time needed to complete each required task for assessments.
Other Tasks	D14	The administrator enters the time needed to complete other tasks for assessments.
Time Standard	D15	The sum all the time entered for required and other tasks for Family Assessment workgroups.
CP Case Management/Trial Home Visit	E1	Title.
Required Tasks	E2-E13	The administrator enters the time needed to complete each required task for CP case management and trial home visit workgroups.
Other Tasks	E14	The administrator enters the time needed to complete other tasks for CP case management and trial home visit workgroups.
Time Standard	E15	The sum all the time entered for required and other tasks for CP Case Management/Trial Home Visit workgroups.

Column	Cell Location	Content
CW Case Management Required Tasks Other Tasks Time Standard	F1 F2-F13 F14 F15	Title. The administrator enters the time needed to complete each required task for Child Welfare Case Management workgroups. The administrator enters the time needed to complete other tasks for Child Welfare Case Management workgroups. The sum all the time entered for required and other tasks for Child Welfare Case Management workgroups.
PSOP/Minority Parent/ Independent Living Programs Required Tasks Other Tasks Time Standard	G1 G2-G13 G14 G15	Title. The administrator enters the time needed to complete each required task for PSOP, Minority Parent and Independent Living program workgroups. The administrator enters the time needed to complete other tasks for PSOP, Minority Parent and Independent Living program workgroups. The sum all the time entered for required and other tasks for PSOP/Minority Parent/Independent Living program workgroups.
Children's Mental Health Required Tasks Other Tasks Time Standard	H1 H2-H13 H14 H15	Title. The administrator enters the time needed to complete each required task for children mental health workgroups. The administrator enters the time needed to complete other tasks for children mental health workgroups. The sum all the time entered for required and other tasks for Children Mental Health workgroups.

Column	Cell Location	Content
Shelter Care	I1	Title.
Required Tasks	I2-I13	The administrator enters the time needed to complete each required task for shelter care placements.
Other Tasks	I14	The administrator enters the time needed to complete other tasks for shelter care placements.
Time Standard	I15	The sum all the time entered for required and other tasks for Shelter Care placement workgroups.
Relative Foster Care/Tribal Members	J1	Title.
Required Tasks	J2-J13	The administrator enters the time needed to complete each required task for relative foster care/tribal member placements.
Other Tasks	J14	The administrator enters the time needed to complete other tasks for relative foster care/tribal member placements.
Time Standard	J15	The sum all the time entered for required and other tasks for Relative Foster Care/Tribal Members placement workgroups.
Non-relative Family Foster Care	K1	Title.
Required Tasks	K2-K13	The administrator enters the time needed to complete each required task for non-relative foster care placements.
Other Tasks	K14	The administrator enters the time needed to complete other tasks for non-relative foster care placements.
Time Standard	K15	The sum all the time entered for required and other tasks for Non-relative Family Foster Care placement workgroups.

Column	Cell Location	Content
Corporate Private/Therapeutic Foster Care	L1	Title.
Required Tasks	L2-L13	The administrator enters the time needed to complete each required task for corporate/private placements.
Other Tasks	L14	The administrator enters the time needed to complete other tasks for corporate/private placements.
Time Standard	L15	The sum all the time entered for required and other tasks for Corporate Private/Therapeutic Foster Care placement workgroups.
Group Home	MI1	Title.
Required Tasks	M2-M13	The administrator enters the time needed to complete each required task for group home placements.
Other Tasks	M14	The administrator enters the time needed to complete other tasks for group home placements.
Time Standard	M15	The sum all the time entered for required and other tasks for Group Home placement workgroups.
Residential Facility	N1	Title.
Required Tasks	N2-N13	The administrator enters the time needed to complete each required task for residential facility placements.
Other Tasks	N14	The administrator enters the time needed to complete other tasks for residential facility placements.
Time Standard	N15	The sum all the time entered for required and other tasks for Residential Facility placement workgroups.

Column	Cell Location	Content
Relative Pre-adoptive Home	O1	Title.
Required Tasks	O2-O13	The administrator enters the time needed to complete each required task for relative pre-adoptive placements.
Other Tasks	O14	The administrator enters the time needed to complete other tasks for relative pre-adoptive placements.
Time Standard	O15	The sum all the time entered for required and other tasks for Relative Pre-adoptive Home placement workgroups.
Non-relative Pre-adoptive Home	P1	Title.
Required Tasks	P2-P13	The administrator enters the time needed to complete each required task for non-relative pre-adoptive placements.
Other Tasks	P14	The administrator enters the time needed to complete other tasks for non-relative pre-adoptive placements.
Time Standard	P15	The sum all the time entered for required and other tasks for Non-relative Pre-adoptive Home placement workgroups.
Correctional Placement	Q1	Title.
Required Tasks	Q2-Q13	The administrator enters the time needed to complete each required task for correctional placements.
Other Tasks	Q14	The administrator enters the time needed to complete other tasks for correctional placements.
Time Standard	Q15	The sum all the time entered for required and other tasks for Correctional placement workgroups.

Column	Cell Location	Content
ICPC Placement	R1	Title.
Required Tasks	R2-R13	The administrator enters the time needed to complete each required task for ICPC placements.
Other Tasks	R14	The administrator enters the time needed to complete other tasks for ICPC placements.
Time Standard	R15	The sum all the time entered for required and other tasks for ICPC placement workgroups, regardless if Minnesota is the sending or receiving state.

All cells, other than those not highlighted or highlighted in gold, are read-only, preventing users from making changes to the formulas which count staff and workgroups, determine time needed and project staffing need. This has been done by locking all cells within each worksheet, unlocking cells that users may enter information into, and then password protecting each worksheet and its respective cells which should remain unlocked. The password for users with administrative privileges is “mdhs,” all lower case alpha characters.

To make changes to any given sheet, the password protection will need to be turned off. Using a 2003 version of Excel this is done by selecting “Tool” on the toolbar, clicking “Protection” from the drop-down menu, clicking “Unprotect Sheet,” entering “mdhs” in the password field and then clicking “OK.” For more recent versions, this is done by selecting “Unprotect Sheet” from the “Review” tab, entering “mdhs” in the password field and clicking “OK.” This will unlock the sheet that the administrator is viewing. By selecting “Unprotect Workbook” in the “Review” tab and following the same instructions, the administrator can unprotect the entire tool at once.

In the event workgroup types are added and/or deleted, it is important that their placement be consistent within each worksheet. That is, within the sequence of workgroup types or programs posted in the *Workgroup Counts* worksheet, that same sequence should be applied to *Hours Needed, FTEs Needed* and the *Calculated Workgroup Time* worksheets. This will allow the administrator to minimize the changes he or she will need to make when making revisions. In many instances formulas from adjacent columns may be copied and pasted, minimizing the amount of changes that would need to be made when making revisions.

When revisions have been completed using a 2003 version of Excel, users with administrative privileges may then re-protect the worksheet by clicking “Tool” on the toolbar, clicking “Protect Sheet,” entering “mdhs” in the password field, clicking “OK,” re-entering the same password to confirm and again clicking “OK.” To protect the tool using a more recent version of Excel, select “Protect Sheet” (or “Protect Workbook”), enter “mdhs” in the password field, click “OK” and re-enter the password to confirm and click “OK.”