

# **Child and Family Services Reviews Handbook for CFSR Reviewers, QA Specialists, and Note-Taking Specialists**

**Child Welfare Reviews Project  
JBS International, Inc.  
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# Handbook for CFSR Reviewers, QA Specialists, and Note-Taking Specialists

## Introduction

JBS International, Inc., is a federal contracting company based in North Bethesda, Maryland. JBS's Child Welfare Reviews Project (CWRP) works on behalf of the Children's Bureau (CB) to assist in planning and facilitating the Child and Family Services Reviews (CFSRs). CWRP provides data collection, management, and analysis; research; development, revising, updating, and production of CFSR instruments and materials; maintenance and updating of the CFSR Information Portal and Online Monitoring System; onsite logistical and technical support for the CFSRs; training; recruitment of CFSR Reviewers, QA Specialists, and Note-Taking Specialists; archiving of official CFSR documents; and additional support as requested from the CB.

### What's Inside?

This handbook provides an overview of the key information and tools needed to conduct your activities as a CFSR Reviewer, QA Specialist, or Note-Taking Specialist with CWRP. Collectively, these roles are referred to as "agile staff." Please feel free to email a CWRP staff member at [cw@jbsinternational.com](mailto:cw@jbsinternational.com) to answer any of your questions.

The handbook includes a brief history of JBS and describes CWRP's support for the CFSRs. It contains general guidance on your role and responsibilities as a Reviewer or Specialist, but it does not cover specific requirements of the positions. These specific steps and skills are taught as part of your training. The handbook is intended to be an ongoing resource for agile staff and not a replacement for training.

## Section 1: History and Services

### 1.1 JBS History and Services

Established in 1985, JBS International, Inc., has worked with clients to successfully design solutions that focus on opportunities and address challenges—always with an emphasis on understanding the specific health, social, and educational needs of people across the lifespan and from all walks of life. Our work includes health IT, research and evaluation, international public health, policy analysis, and communications services. Since 2017, JBS has been operating under the Celerian Group brand of companies owned by BlueCross BlueShield of South Carolina. With almost 400 employees throughout the United States, JBS is headquartered in North Bethesda, Maryland, and has an office in San Mateo, California. JBS has been supporting the Child and Family Services Reviews (CFSRs) since their inception by providing training, logistical, technical, and other support to the CB in the administration of the CFSRs. JBS also provides support for the National Youth in Transition Database (NYTD) Reviews and the Title IV-E Foster Care Eligibility Reviews.

## 1.2 Contact Information and Hours of Operation

Child Welfare Reviews Project E-Mailbox

[cw@jbsinternational.com](mailto:cw@jbsinternational.com)

In general, CWRP staff are available from 8 a.m. to 5 p.m. ET. JBS observes all federal holidays.

The CWRP Help Desk is available 10 a.m. to 6 p.m. ET for users encountering technical problems relating to the portal or OMS. The Help Desk consists of the online help page at <https://oms-round4.cfsrportal.acf.hhs.gov/help>; online email support at [oms-helpdesk@cfsrportal.org](mailto:oms-helpdesk@cfsrportal.org); live chat via the online help page; and telephone support at 1-888-OMS-0855 (1-888-667-0855).

**Emergency Contact:** During the CFSRs, a JBS staff person is available on an emergency basis for travel concerns as they arise and is on call 24 hours per day to assist with onsite problems. The CWRP will email you an emergency contact name and number before onsite review travel.

## Section 2: Child Welfare Reviews Project

### 2.1 Child and Family Services Reviews—History and Purpose

The Child and Family Services Reviews (CFSRs) are a federal-state collaborative effort designed to ensure that quality services are provided to children and families through state child welfare systems. The Children's Bureau (CB), Administration for Children and Families, U.S. Department of Health and Human Services (HHS), has oversight authority and has administered the reviews since 2000. These reviews of child welfare systems identify strengths and challenges in practice for children and families in the areas of safety, permanency, and well-being, as well as systemic factor functioning. The reviews work in tandem with other state and federal frameworks for system planning, reform, and effective implementation, such as the Child and Family Services Plan (CFSP) and a well-functioning continuous quality improvement system.

#### Purpose of the Reviews

Section 1123A of the Social Security Act (the Act) requires HHS to review state child and family service systems to ensure substantial conformity with the state plan requirements in titles IV-B and IV-E of the Act. Through the CFSRs, the CB also assesses state programs implemented under titles IV-B and IV-E related to child protection, foster care, adoption, family preservation and family support, and independent living services.

In addition to reviewing for states' substantial conformity with applicable state plan requirements, the reviews are designed to help states improve child welfare services, case practices, and outcomes for children, youth, and families who receive services. Based on the strengths and areas needing improvement within child welfare systems identified by the

reviews, states develop Program Improvement Plans (PIPs) to address areas in which they were not in substantial conformity with any of the seven outcomes or seven systemic factors under review. Implementing PIP strategies helps states create lasting and statewide systemic change while also addressing the immediate needs of children and families.

## **Principles of the Reviews**

The CFSRs are based on the following central principles and concepts:

- The reviews are a collaborative effort between the federal and state governments. Joint planning between state and federal staff occurs at multiple junctures throughout the process, which includes completing a statewide assessment; planning and involvement in the case review process; conducting stakeholder interviews; and identifying root causes, strategies, and interventions. After the CFSR, joint planning continues with developing measurement plans for PIPs; monitoring progress on related activities; and determining achievement of established goals.
- The reviews examine child welfare systems from two perspectives: First, they assess system practice and performance for children and families served by the state's child welfare agencies. Second, they examine identified systemic factors that affect the ability of state agencies to help children and families achieve positive outcomes.
- The reviews rely on quality and relevant data and the use of evidence to evaluate and demonstrate outcome performance and systemic factor functioning, including equity in programs administered, families served, practices, and child and family outcomes.
- The review process collects information from a variety of sources so the CB can make determinations about a state's performance. These sources include the statewide assessment; CFSP and Annual Progress and Services Report (APSR); State Data Profile and supplemental context data; case records; case-related interviews with children, parents, foster and adoptive families, and caseworkers and other professionals; and interviews with Tribes, legal and judicial communities, service providers, youth and families with lived experience in the child welfare system, and other stakeholders and partners. (See Appendix C, "Child and Family Services Review Process," for a visual depiction of the process.) Information is obtained from individuals with lived experience and who reflect the race, ethnicity, and other populations who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality in the child welfare system. This principle is grounded in the knowledge that a child welfare system is most effective in achieving its goals and improving outcomes for children, youth, and families when all who have a role in it contribute to its design and operation.
- Through the reviews, the CB promotes states' focus on the safety, permanency, and well-being of children and families; strengths-based and family-centered practice; prevention-focused community-based services to prevent the need for foster care; individualized services that are timely, flexible, and accessible; and strengthening parents' capacity to protect and provide for their children.

- The reviews capture state system strengths and areas needing improvement and include a program improvement process that states use to make improvements, where needed, and build on an agency's identified strengths. The reviews promote the development of PIPs designed to strengthen states' capacity to support positive and equitable outcomes for children and families.
- The reviews promote ongoing state self-evaluation of programs, performance, systemic factor functioning, and outcomes, and the examination of underlying reasons for differences in experiences and outcomes for subpopulations.
- The reviews are best supported by a state's maintenance and enhancement of its quality assurance system through a continuous quality improvement approach so that ongoing measurement of practices, processes, services, and components of the system can be used to improve child welfare services, case practices, and statewide systemic factor functioning that contribute to positive and equitable outcomes for the children and families served by the state.
- The reviews, and the results thereof, emphasize accountability. While the review process includes opportunities for states to make program improvements before having federal funds withheld for nonconformity, significant financial withholdings are associated with the failure to make the identified progress needed to improve performance.

## **The CFSR Process**

The CFSRs are a federal-state partnership and involve a two-phase process as required by [45 CFR § 1355.33](#): (1) a statewide assessment and (2) an onsite review. If needed after the review, a state will develop and implement a PIP to address areas not in substantial conformity.

- In the first phase, the staff of the state child welfare agency, partners selected by the agency who were consulted in the development of the CFSP and APSR, and other individuals deemed appropriate and agreed upon by the state and the CB, complete the statewide assessment process. Together, the agency and system partners review and engage in conversations about performance on the statewide data indicators and other data related to the seven CFSR outcomes and seven systemic factors to better understand the overall child welfare system's functioning. Reliance on data evidence should be the cornerstone of the statewide assessment process. To support a thorough and comprehensive assessment, states are encouraged to review their CFSP and APSR, along with other relevant evidence, to determine how well the state's vision and core tenets of the child welfare system contribute to the desired child welfare practice and system performance. Using sound measurement principles, the state and its partners gather, examine, and analyze quantitative and qualitative data and information to identify: (1) system strengths and challenges; (2) contributing factors and root causes of the identified strengths and challenges; and (3) progress made and/or lessons learned from the development, implementation, and monitoring



of improvement activities.

- The second phase of the review process is an onsite review, which includes case reviews; case-related interviews for the purpose of determining state child welfare system performance; and, as necessary, stakeholder interviews that further inform the assessment of systemic factors. There are two possible paths to the case reviews conducted during the onsite review:
  - The CB-Led Review, which is a 1-week onsite review during which the federal-state team reviews a sample of cases using the federal Onsite Review Instrument and Instructions (OSRI) at three sites and conducts case-related and stakeholder interviews; or
  - The State-Led Review, in which states conduct their own case reviews using the OSRI, review a specified number of cases over a defined time period, and conduct stakeholder interviews in collaboration with the CB. States must meet specific criteria and be approved in advance by the CB to conduct a State-Led Review. (See Appendix A, “State-Led CFSR Case Review Criteria.”)
- A state not in substantial conformity with one or more of the seven outcomes and seven systemic factors under review must develop a PIP jointly with the CB that addresses identified areas of nonconformity.
- The state then implements the approved PIP, including the PIP Measurement Plan, seeking technical assistance as needed. The CB and the state monitor the plan’s implementation and the state’s progress toward goals and the negotiated PIP measures. PIP monitoring often involves onsite or virtual meetings, typically at 6-month intervals, to discuss states’ data analyses and progress on implementation, and to obtain feedback from system partners such as caseworkers, supervisors, families and youth with lived experience, Tribes, and the legal and judicial communities. This process supports the CB and the state in identifying successes, challenges, and barriers, and in strategizing and negotiating adjustments to PIP strategies and/or implementation needed to address and meet improvement and measurement requirements.
- If the state is unable to demonstrate the agreed-upon improvement after the 2-year PIP implementation period and subsequent post-PIP evaluation period, the Administration for Children and Families must withhold a portion of the state’s title IV-B and IV-E federal child welfare funds.

For each CB-Led Review, the CB may request up to 29 CFSR Reviewers, up to 10 QA Specialists, up to 2 Note-Taking Specialists, and up to 4 alternates.

For each State-Led Case Review, the Children’s Bureau may request up to 2 Note-Taking Specialists and 1 alternate.

## 2.2 JBS Child Welfare Reviews Project—Organization

CWRP includes:

**Administration:** The CB is our client. Hung Pho is our Project Director.

**Deputy Project Directors:** Maryellen Bearzi supervises Program Support, which includes Research, and the Child Welfare Specialists who are embedded in the Central and Regional Offices. Debbie Ramelmeier supervises Operations, which includes Training and Logistics.

**Child Welfare Specialists:** The 19 Child Welfare Specialists (CWS) provide programmatic support to the CB. There are 10 Regional CWS assigned to each Region to support the Regional Offices as they work with states throughout the CFSR and PIP processes. There are 9 CWS assigned to the CFSR Unit, including 2 data specialists and 2 legal-judicial specialists, who assist the CB on CFSR-related activities.

**Error Rate Study/CFSR Research:** The CFSR Research Director supervises the CFSR Research, Evaluation, and Data (RED) Team, which includes Senior Researchers and a Research Associate.

**Logistics:** The Logistics team includes project coordinators and agile staff management. The Reviews Manager supervises the Project Coordinators and the Agile Staff Manager.

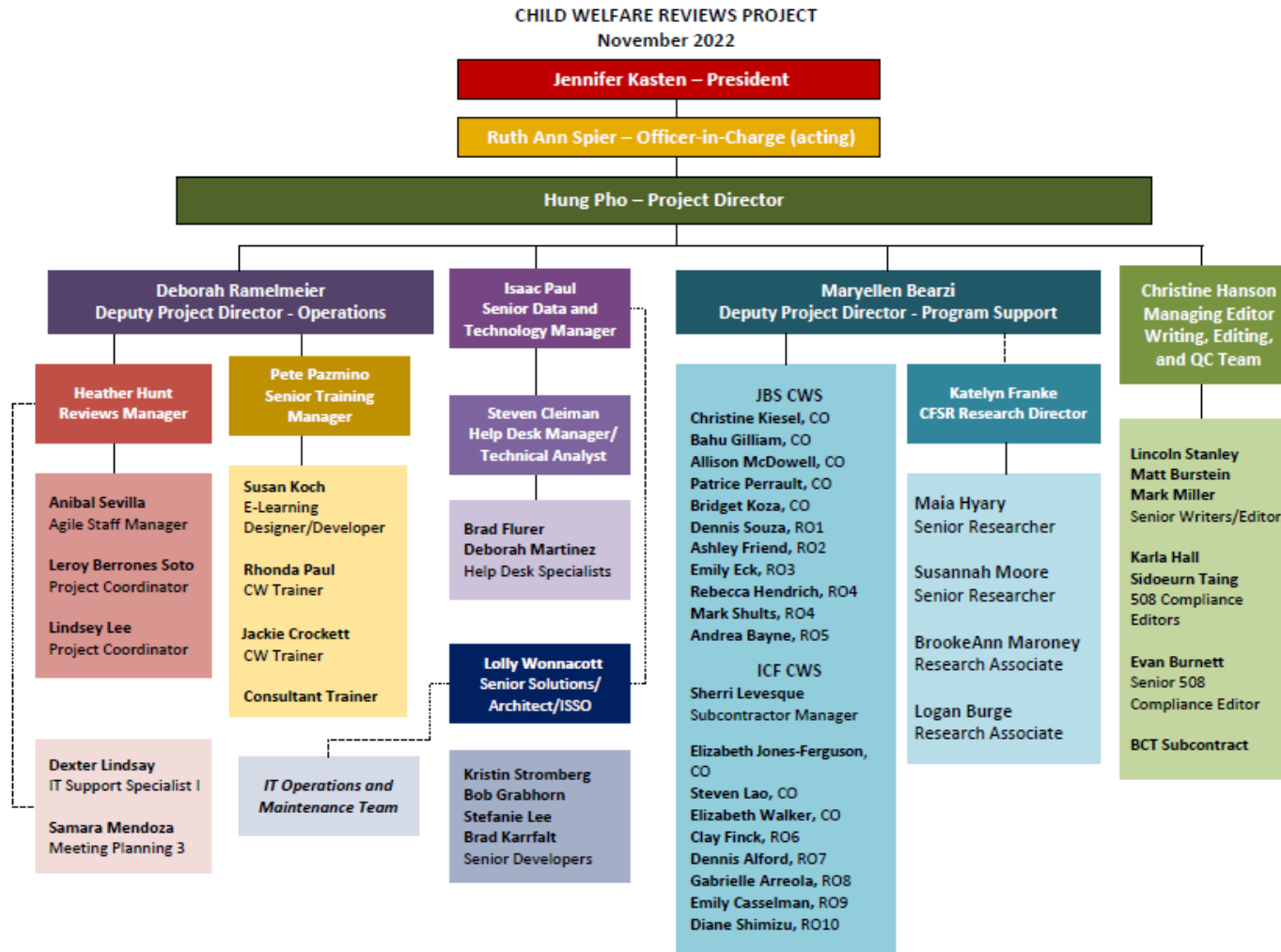
**Training and E-Learning Academy:** The Senior Training and ELA Manager supervises the Child Welfare Trainers.

**Data and Technology:** The Senior Data and Technology Manager supervises the Data and Technology Team, which includes the Technical Analyst/Help Desk Manager and Specialists (CWRP Help Desk), and oversees the DMS/OMS Development Team and IT Operations and Maintenance.

**Writing/Editing/QC Team:** The Managing Editor supervises the Writing/Editing/QC Team, including senior writers/editors and 508 compliance staff.

The following chart shows the organizational structure of CWRP staff.

# CHILD WELFARE REVIEWS PROJECT ORGANIZATIONAL CHART



## Section 3: Management of Reviews

### 3.1 Scheduling of Reviews

Once the Children's Bureau (CB) has finalized a review schedule for a fiscal year, the Child Welfare Reviews Project (CWRP) asks all active and eligible JBS CFSR Reviewers, QA Specialists, and Note-Taking Specialists to update their availability information for the reviews for the next fiscal year through the CFSR Information Portal. Because the states must meet specific criteria to participate in a State-Led Review, the Children's Bureau does not always set dates for the onsite review period far in advance. CFSR Reviewers, QA Specialists, and Note-Taking Specialists need to remain flexible and correspond with CWRP about their availability and keep it updated on the portal on a regular basis. Indicating your availability to participate in a particular review does not obligate you to that review or guarantee that you will be identified for participation. JBS cannot confirm participation in a review until the Children's Bureau approves the review team.

JBS and the Children's Bureau Central and Regional Office staff make the final determinations of who will participate in the CFSRs, drawing from the entire pool managed by CWRP. When you are identified to participate in a particular review, CWRP will contact you as far in advance as possible to confirm that you remain available and interested in participating in that review as initially indicated, and to provide further information on the review. JBS will also identify alternates who will be asked to attend reviews in case of an emergency preventing one of the scheduled CFSR Reviewers or Specialists from attending.

### 3.2 Types of Reviews

It is exciting to be in the reviewer environment, but one of the challenges you'll face is negotiating multiple roles. Roles while on site at a review can sometimes become complex. CFSR Reviewers and Specialists interact with various team members while on site for a review, including Children's Bureau Co-Leaders, Site Leaders, QA Team members, QA Local Site Team Leaders, and state staff. Below, two charts depict the multiple groups with whom you may interact, and how your role fits into the onsite review structure.



## **CB-Led Reviews**

The Child and Family Services Review (CFSR) Onsite Review Team for each state participating in a CB-Led Review is composed of both federal and state staff, with trained CFSR Reviewers, QA Specialists, and Note-Taking Specialists supplementing the federal component of the team. As noted above, JBS CFSR Reviewers, QA Specialists, and Note-Taking Specialists are collectively called “agile staff.” JBS agile staff are considered part of the federal team while on site. JBS identifies proposed CFSR Reviewers, and state agency officials identify the State Review Team members, who may be state agency staff or external representatives who work with the state, such as foster parents, judges, or community providers. The federal team reviews the proposed roster to identify any conflicts or other issues and works with the state to pair agile staff with state reviewers to form reviewer pairs. The CB may also identify CB staff or CWS to participate as reviewers in place of agile staff. The overall team is divided into five sites: the metropolitan site 1A & 1B (with 2 site teams), rural site 2, rural site 3, and the state site (stakeholder interview site).

Sometimes CFSR Reviewers know before the review who their state reviewer partners will be, but usually they learn about their partners when they arrive on site. When the CFSR Reviewer meets the state partner, it can be helpful to identify the role the partner plays in the state, particularly their experience with case records (state agency staff generally have more familiarity with case records than community stakeholders, who may need more guidance).

## **State-Led Reviews**

The CFSR Onsite Review Team for each state participating in its own State-Led Review is composed of both federal and state staff, with trained Note-Taking Specialists supplementing the federal component of the team. In general, the federal team may consist of QA team members, stakeholder interview note-takers, QA Local Site Team Leaders, Site Leaders, and Federal Team Co-Leaders (but no CFSR Reviewers). In consultation with state agency officials, federal CB staff identify the agile staff who will participate in a review. Again, these roles and responsibilities may vary in states conducting their own reviews. There are no JBS CFSR Reviewers or QA Specialists in State-Led Reviews. JBS provides two note-takers (agile staff or JBS staff) to support the stakeholder interviews.

## **Section 4: Roles and Responsibilities**

### **4.1 Job Description, Scope of Work**

Participation in the CFSRs requires a significant commitment of time and effort. While on site for CB-Led Reviews, agile staff should not conduct other work outside of their CFSR-related duties, or personal activities. The review schedule is demanding, and events can extend into the evening hours, if necessary. For example, case-related interviews with children, parents, case managers, and other professionals working with the children who cannot meet during daytime hours may occur in the evenings.

As a CFSR Reviewer or Specialist, you agree to perform certain services when identified to serve on a CFSR team. The general responsibilities include, but are not limited to, preparing to perform the work and performing the work, as described below.

## 4.2 Preparing To Perform the Work

When participating as part of a review team, please remember the following responsibilities:

- Maintain professional conduct at all times.
- Treat all review participants with respect and as valued team members.
- Be thorough and prompt in completing all activities.
- Be available and responsive for all activities.
- Respect differences of opinion.
- Set a positive example for others.
- Focus should be maintained on CFSR activities. Please limit work-related or nonemergency personal calls.

As a CFSR Reviewer or Specialist, you agree to perform certain services when identified to serve on a CFSR team. The general responsibilities include, but are not limited to, preparing to perform the work and performing the work, as described below.

### For CFSR Reviewers and Specialists:

- Review the completed Statewide Assessment Instrument, state policies (if provided), and other specified documents, as necessary, in preparation for the onsite review period.
- Work cooperatively with JBS staff to arrange travel to the review.
- Participate in any scheduled orientation or training sessions before or during the review.

### For Specialists:

- Participate in planning conference calls (generally up to two), as assigned.
- Work collaboratively with the Children's Bureau to set up stakeholder interview templates in the Online Monitoring System (OMS) as instructed (Note-Taking Specialists only).

## 4.3 Performing the Work

### For CFSR Reviewers:

- Remain present at the review site for the entire week of the onsite review and participate in all scheduled review activities, from the entrance conference through the last of the review activities and exit conference or closing.
- Conduct all assigned activities, including reviewing case records, conducting interviews, note-taking, and completing the OSRI.
- Participate in group meetings scheduled during the onsite review, as assigned.
- Attend the final team debriefing and present information on cases reviewed, as required.
- Assist in compiling a summary of the team's findings during the onsite review.

- Submit completed instruments on assigned cases after reviewing each case.
- Remain available for telephone consultation after the review, if needed, to clarify or supplement information recorded on the instruments.
- Submit invoices to JBS for work performed and reimbursement of expenses within 2 weeks of the end of the review.

### **For QA Specialists:**

- Remain present at the review site for the entire time frame of the onsite review and participate in all scheduled review activities, from the entrance conference through the last of the review activities and exit conference or closing.
- Conduct all assigned activities, including quality assurance (QA), note-taking, and working collaboratively with the QA team.
- Participate in group meetings scheduled during the onsite review, as assigned.
- Attend the final team debriefing and present information on cases reviewed, as required.
- Assist in compiling a summary of the team's findings during the onsite review.
- Remain available for telephone consultation after the onsite portion of the review, if needed, to clarify or supplement information recorded on the instruments.
- Remain available for remote QA work after the review, if needed, to assist with note-taking or other QA duties as assigned.
- Submit invoices to JBS for work performed and reimbursement of expenses within 2 weeks of the onsite review period, or within 2 weeks of the work performed.

### **For Note-Taking Specialists:**

- Work collaboratively with the Children's Bureau to set up stakeholder interview templates in the OMS as instructed.
- Complete notes for each assigned interview, submit notes promptly to the identified team for review/editing, update notes as needed, and import them into the SIG in the OMS.
- Complete work in person or virtually, as needed, during a prescribed week or scheduled throughout the period under review.
- Submit invoices to JBS for work performed and reimbursement of expenses within 2 weeks of the onsite review period, or within 2 weeks of the work performed.

#### 4.4 Logistical and Planning Responsibilities

Stay in touch with the Child Welfare Reviews Project (CWRP) Project Coordinator who is providing technical assistance (TA) for your participation in a training session or a review. Please contact the Agile Staff Manager via [cw@jbsinternational.com](mailto:cw@jbsinternational.com) if you experience any of the following:

- The need to cancel your participation in a review or training (provide at least 3 weeks' notice of cancellation, except in the event of an emergency, to facilitate the identification and confirmation of a replacement trainee or reviewer).
- Changes to the mailing or email address to which CWRP should send training or review-related materials.
- Delay in the arrival of training or review-related materials to the designated address by the date anticipated.
- Problems in making air travel arrangements (all air travel reservations must be made by the deadline provided to you by CWRP).

#### 4.5 Places and Times

You must perform to the best of your ability the agreed-upon services at the specified places and periods of time. The work must be performed during hours that don't overlap with any other employment.

#### 4.6 Code of Ethics

A code of ethics is a set of guidelines that governs the behavior of an agency and its members. Codes of ethics are especially important for agencies in deciding what type of behavior conforms to acceptable or reasonable standards. Agencies adopt codes of ethics to establish professional responsibility, integrity, and credibility, and to conduct activities in a professional, ethical manner. An understanding of some of the standard codes of ethics is beneficial in guiding your work with JBS.

#### The Institute of Management Consultants USA

The Institute of Management Consultants (IMC) USA has developed a code of ethics to help its members maintain their professionalism and adhere to high ethical standards as they provide services to clients and deal with their colleagues and the public. Individual members must use their best judgment to apply these principles. Although you may not be a member of the IMC USA, their principles are applicable to the work you do for JBS. The code's general principles, approved by the IMC USA Board of Directors in 2005, include:

- Safeguarding confidential information.
- Rendering impartial, independent advice.
- Accepting only those client engagements you are qualified to perform.
- Agreeing with the client in advance on the basis for professional charges.



- Developing realistic and practical solutions to client problems.

The full code can be accessed at [IMC USA Code of Ethics](#).

## National Association of Social Workers

Agile staff with a background or degree(s) in social work are familiar with the [National Association of Social Workers \(NASW\) Code of Ethics](#). The code consists of a preamble, a purpose statement, a description of ethical principles, and a list of ethical standards that relate to the social worker's ethical responsibilities to clients, colleagues, the social work profession, and the broader society. The NASW Code of Ethics provides principles and standards, but it does not set rules and regulations or provide "yes-or-no" answers to ethical questions. The code does not specify when one standard outweighs another, and it assumes that reasonable differences of opinion can and will occur among professionals. For child welfare professionals, decisions should always be consistent with the spirit of the NASW Code of Ethics. However, in some situations, it may be appropriate also to consider other relevant codes.

The following broad NASW ethical principles are based on social work's core values of service, social justice, dignity and worth of the person, importance of human relationships, integrity, and competence. These principles set forth ideals to which all social workers should aspire.

Value	Ethical Principle
<b>Service</b>	Social workers' primary goals are to help people in need and to address social problems.
<b>Social Justice</b>	Social workers challenge social injustice.
<b>Dignity and Worth of the Person</b>	Social workers recognize the central importance of human relationships.
<b>Integrity</b>	Social workers behave in a trustworthy manner.
<b>Competence</b>	Social workers practice within their areas of competence and develop and enhance their professional expertise.

### 4.7 Good Practice Elements

Good practice elements include services that are child-focused, family-centered, strengths based, individualized, culturally competent, comprehensive, community-based, collaborative, and outcome-based.

### 4.8 Building a Working Relationship With Your Review Team Partner

As a CFSR Reviewer, your working relationship with your review partner in a CB-Led Review is important to completing tasks as a reviewer pair and conducting a successful review. Ask how your partner prefers to be addressed or use professional protocol, for example, by referring to a judge as "Your Honor." Building rapport and acknowledging the individual strengths and

challenges that you each bring to the working relationship is an important first step in establishing an effective partnership. Discuss time constraints for activities and how the work can be accomplished efficiently. Come to agreement about how you will operate and who will lead which review activities (for example, your state partner may have the ability to quickly and accurately locate information in the case file, while you may be more skilled at entering data into the OMS. Respect your partner's expertise and abilities, and cooperate in resolving areas of disagreement or differences of opinion.

Always consult with your assigned QA Specialist if issues develop while on site. Identify issues early, and do not hesitate to seek assistance from, or bring an issue to, the Site Leader.

#### 4.9 Professional Conduct

As a CFSR Reviewer, QA Specialist, or Note-Taking Specialist, you represent the Children's Bureau and JBS when on site, so it is imperative that you present a professional image at all times. This includes avoiding conversations about personal issues or engaging in negative conversations about the CFSRs, the Children's Bureau, the state agency, other contractors, or JBS. Remember the Golden Rule: "Do unto others as you would have them do unto you," and implement the Platinum Rule: "Treat others the way THEY want to be treated!"

##### **Implement the 'Platinum Rule'**

**Golden Rule:** Treat others as you want to be treated.

**Platinum Rule:** Treat others the way THEY want to be treated!

**By Dr. Tony Alessandra, Ph.D.**

#### 4.10 Conflicts of Interest

You agree to disclose to the Reviews Manager when you become aware of a conflict of interest, the appearance of a conflict of interest, or a potential conflict of interest associated with the tasks to be performed under your agreement with JBS. JBS will then evaluate the possible conflict of interest and take appropriate action.

Further, you may not participate in a CFSR of a state child welfare agency if you were an employee of that agency, provided paid TA or consultation to the state less than 1 year before an onsite review, or lived or worked in the state at the time of the review. You also may not provide TA to a state during the period following a review in which you participated when the state is developing and implementing a PIP associated with the review findings.

#### **4.11 Confidentiality**

All case and other information encountered while participating in a CFSR is highly confidential.

Thus, information and data used in conjunction with your work while serving as agile staff should be treated as sensitive and must be kept in strict confidence. You may not, at any time or in any manner, either directly or indirectly, use any information for your own benefit or divulge, disclose, or communicate information in any manner to a third party without prior written consent of JBS. You must protect the information and treat it as strictly confidential. During the review week, you must remain aware of confidentiality and refrain from engaging in casual conversations about your cases or other review matters while in the presence of others (such as in hallways, elevators, or lunchrooms, even at the review site). You must protect laptops, case information, and data from unauthorized viewing. You cannot access the review site in the OMS after your work is complete, and you cannot use case review or interview information from other states in reference to your current CFSR. The confidentiality requirements remain in force after a CFSR onsite review week has ended and after your agreement with JBS is terminated. Any violation is grounds for termination of your agreement.

#### **4.12 Skills and Expertise**

For a listing of the minimum and preferred requirements and qualifications of individuals participating as CFSR Reviewers, QA Specialists, or Note-Taking Specialists, see [Appendix A](#).

#### **4.13 Guidelines on Serving as a CFSR Reviewer, QA Specialist, and/or Note-Taking Specialist**

Below are overall guidelines and tips regarding the CFSRs. You should be prepared to:

- Be willing and available to participate in multiple reviews, remain flexible, and understand and abide by the provisions of your role and agreement with JBS, especially any confidentiality provisions. All state-related information obtained during a CFSR must remain confidential.
- Be available for all review activities, unless, for example, an interview conflicts with a debriefing session and the Federal Local Site Leader has approved your absence in advance.
- If free time becomes available, talk to your QA Specialist to determine whether other tasks need your attention, such as assisting another team that has not concluded its work.
- Be prepared to work extended hours.
- Keep in mind that your performance during a review will be evaluated (see [Section 6: Evaluation Process](#)).

## Exhibit Professionalism

- Communicate effectively and professionally.
- Treat all review team members with respect.
- Complete all activities thoroughly and promptly.
- Follow all instructions from JBS and/or the Children's Bureau effectively.
- Maintain a professional demeanor and appearance at all times. While on a review, you represent the federal government. As a result, you should refrain from engaging in discussions that reflect negatively on the review process, such as federal or state team effectiveness, state results, or questions about internal team functioning. If you have concerns about any aspect of the review process, you should tell the Federal Local Site Leader or other available state or Site Leaders.
- Dress "business professional" or "business casual" while on site.

Business Professional



Business Casual



## What Not To Wear



## **Use Effectively the OMS Onsite Review Instrument and Instructions As Applicable to Role**

- Demonstrate proficiency in creating new cases in the OMS.
- Complete and rate items consistently with instrument instructions.
- Demonstrate proficiency in accessing reports.
- Demonstrate proficiency in responding to and resolving QA Notes.
- Set up stakeholder interview templates timely and accurately.
- Document stakeholder interview information accurately and timely in the appropriate sections of the SIG.
- Synthesize information accurately from stakeholder interviews and identify themes as appropriate.
- Since the OMS is a web-based application, do not access the OMS or other CFSR information that is confidential or sensitive from laptops when in a public setting (e.g., airplane, coffee shop, hotel lobby, restaurant).

## **Communication**

- As a member of the federal team, you may have questions and concerns regarding onsite review activities. You may be displeased with some review processes or how the planning for a CFSR progresses. While your input is appreciated, JBS and the Children's Bureau have well-established procedures in place for ensuring that the process is carried out in a timely and efficient way. However, we are aware that glitches may arise within such a complicated process involving federal staff, state staff, and agile staff. When you have questions or encounter problems, keep in mind that your first line of communication should be with JBS—not the Children's Bureau. Any questions or concerns should be channeled through [cw@jbsinternational.com](mailto:cw@jbsinternational.com) and the Project Coordinator assigned to the state being reviewed.
- JBS compiles feedback after each review and forwards it to the Children's Bureau. We will email you on the Friday of the review week asking for feedback. If you are not pleased with the response, feel free to contact the Reviews Manager, Agile Staff Manager, or Operations Deputy Project Director for CWRP. JBS encourages feedback and inquiries and is always looking for ways to improve the planning and review process. You are also welcome to call or email the Project Director.

## **Agile Staff and Team Standards While On Site at a CFSR**

- The onsite review is a team effort; understanding your role in the CFSR will help the onsite review move smoothly and efficiently.
- Accepting gifts from federal and state staff has ethical implications. Never accept gifts worth more than \$20. Often, the state will provide refreshments for your comfort and convenience. Remember to thank them. The CB will often take up a collection at the end of the week to reimburse the state.

- Keep a positive attitude and cooperate with your partner and your team leaders to optimize the experience for everyone involved. Set a positive example for other review team members.
- Be respectful of the equipment assigned to you. Do not put snacks, food wrappers, or pens and pencils in the carrying case with the laptop, as these items can ruin or damage the device and case. In addition, remember to clean out your case before returning it at the end of the review week.

## Section 5: Fee and Travel Reimbursement

### 5.1 FEIN

To be reimbursed for your work as agile staff (including training), you must obtain a Federal Employer Identification Number (FEIN)

The process to obtain a FEIN is free and simple, and you can complete a FEIN application at <http://www.irs.gov>. Some states may require an additional state employer (tax) ID number (EIN). The requirements for a state tax ID number differ for each state, so please research this on your own. You will be an independent consultant with JBS's CWRP and responsible for paying estimated taxes on any fees received. You will submit the paperwork for fee and travel expense vouchers to JBS using the federal tax ID number instead of your Social Security number. JBS only requires the federal ID number. You will receive a 1099 form if you incur more than \$600 in payments during a calendar year.

### 5.2 Fee Schedule

#### Payment

CFSR Reviewers, QA Specialists, and Note-Taking Specialists will be paid an hourly rate of \$55 for all work performed, up to daily limits and reimbursable costs incurred, as follows:

2023 Reviews	CFSR Reviewer	QA Specialist	Note-Taking Specialist	Alternate
New Reviewer Training (2 days)	\$55/hr not to exceed \$440/day	NA	NA	NA
QA Training (2.5 days)	NA	\$55/hr not to exceed \$440/day	NA	NA
Refresher Training (virtual); two required annually	\$55/each	\$55/each	\$55/each	NA
Planning Calls (up to two per review)	NA	\$55/call	\$55/call	NA
Review Preparation	NA	\$55/hr not to exceed 3 hours	\$55/hr not to exceed 3 hours	\$55/hr not to exceed 3 hours

2023 Reviews	CFSR Reviewer	QA Specialist	Note-Taking Specialist	Alternate
Onsite Review	\$55/hr not to exceed \$440/day	\$55/hr not to exceed \$440/day	\$55/hr not to exceed \$440/day	NA
Remote Activity	\$55/hr	\$55/hr	\$55/hr	NA

- If you spend less than 8 hours per day performing the work, the normal rate of payment will be prorated.
- There is no payment for travel time (other than the calculated meals-and-incidental expenses (M&IE) reimbursement rate for travel days) unless you are completing approved preparatory work during the travel segment.
- Agile staff will receive reimbursement for meals and other approved costs as detailed in Section 5. Additional details can be found at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.
- If you are identified to serve as an Alternate QA Specialist or Note-Taker, JBS will pay you for preparing to perform the work, and regular reimbursement rates will apply as listed above if you are identified to participate in a review.
- Neither your agreement with JBS nor your performance of work makes you eligible for any fringe benefit that JBS may offer to any employee or any other person. Payment of approved billed costs constitutes full and complete compensation for performance under your agreement with JBS.

### 5.3 Tax Time

You will be provided with a 1099 tax form to report taxes on fees earned over \$600. (A company is not required to send a 1099 form if the amount earned is less than \$600.) You will not receive a W-2 form because contractual staff do not receive W-2 forms. It is important to keep your contact information up-to-date with JBS. These forms are mailed to you by January 31 of each year for the previous tax year.

### 5.4 Letters of Commitment

JBS continually seeks to expand its business, often responding to requests for proposals in an effort to renew our current contract or secure new contracts. Part of the proposal process involves obtaining letters of commitment. This is the process, when preparing a proposal, in which outside personnel may be enlisted for collaboration or other assistance, or are otherwise to be retained as a consultant or staff person. The "Commitment Letter" shows a third party's willingness or commitment to work on the project should the company secure the contract. This letter not only specifies the role the person will play on the project but also describes any specific activities that will be performed.



As a CFSR Reviewer, QA Specialist, or Note-Taking Specialist for CWRP, you may be asked to sign a “Letter of Commitment” as JBS prepares proposals for new contracts. Signing a “Letter of Commitment” does not necessarily mean you will become a consultant for that new project, but it allows JBS to move forward in the proposal process. This is not required, but JBS appreciates your willingness to assist with this.

## 5.5 General Travel

You will receive information approximately 1 month before the review with details on making your travel arrangements and filing for reimbursement.

Once you receive confirmation/approval for travel, contact our corporate travel agent, **Occasions, Inc.**, at [OITravel@OWT.net](mailto:OITravel@OWT.net) or **800-969-4152** to arrange travel. Email is the best way to arrange travel. Include your legal name, birth date, gender, and any airline frequent flyer or KTN information in your email. If you have any problems with making your travel arrangements, please email CWRP staff at [cw@jbsinternational.com](mailto:cw@jbsinternational.com).

**Travel by air or rail:** Occasions will book the ticket, after review and approval by the agile staff, at the lowest nonrefundable rate available and bill the JBS master account. Provide the travel agent with the current cost code: **853221**. Be aware that the billing code changes annually on September 30 of each year. If traveling by rail, you may elect to purchase the ticket directly and seek reimbursement on your voucher. Doing so may provide more flexibility to modify the return trip if meetings end early or run late.

When traveling by air or rail, you are not required to accept travel arrangements that require you to depart from home before 6 a.m. or to arrive back at your home later than midnight. You are obligated to accept travel arrangements with one connecting flight or a connecting train when that fare is less expensive than travel arrangements without connections, except when the connection significantly extends the travel day. You are not required to accept travel arrangements with more than two connections, unless that is all that is available. If it is not possible to book a flight within these parameters, JBS will authorize an additional night’s stay, but you must seek approval for this additional night’s stay before the flight is booked.

The travel agency will email the proposed itinerary to your email address and to [cw-mail@jbsinternational.com](mailto:cw-mail@jbsinternational.com). We will review and approve the itinerary before the travel agency books the travel. Airline tickets costing more than \$600 must be preapproved by a JBS Deputy Project Director (Deborah Ramelmeier). Occasions will submit a request for approval before issuing the ticket.

**Travel by automobile:** You may receive reimbursement for using a personal vehicle for contract-related travel when, for example:

- Doing so is the least expensive option compared to rail or air, or
- Rail or air options are unavailable or would unreasonably extend travel time.

To pursue this option, work with the JBS Agile Staff Manager or Deputy Project Director for Operations and the travel agency to document that your request for reimbursement to use a personal vehicle meets at least one of the above requirements. You may still use your personal vehicle when neither of these conditions have been met; however, you will only be reimbursed



up to the amount JBS estimates it would have paid had you traveled by air or rail (including ground travel to the airport or train station, parking at the airport or station, and any other typical costs incurred). Reimbursement for driving your personal vehicle instead of flying to a work site MUST be approved in advance by JBS. If approved, JBS will reimburse you at the current federal government personal vehicle mileage rate, which can be found at <https://www.gsa.gov/travel/plan-book/transportation-airfare-rates-pov-rates-etc>.

Time spent on travel status is not considered time worked for fee purposes, unless you actually perform work authorized in advance by JBS during such travel. When you are on authorized travel status, JBS will pay travel expenses as defined by current JBS policy. (Travel, lodging, and ground transportation expenses will not be reimbursed without required documentation.) You will be reimbursed for other expenses only when JBS authorizes such costs in advance.

## **5.6 Special Travel Request Procedures**

We recognize that there may be times when you would like to combine business travel with personal travel. When you are considering special travel or hotel arrangements, please contact JBS for approval and follow the procedures described below.

If you plan to extend your travel before or after a training or review, please notify CWRP at [cw@jbsinternational.com](mailto:cw@jbsinternational.com) before contacting Occasions to make travel arrangements. You must provide the original dates as well as the extended travel dates so that Occasions can determine the airfare cost for both options. Please be aware that you will be responsible for paying the difference if your extended fare costs more than it would have on the original dates. The same applies if you would like to fly to or from a destination different from your home.

Hotels often do not allow individuals in a group room block to call individually and modify their reservations. Additionally, if you extend your travel, we cannot assume that hotel accommodations for additional room nights are available. Please contact JBS with the dates of your desired additional room nights. We can contact the hotel with your request for additional room nights; however, we cannot guarantee that the hotel will have availability or that our group room rate will be honored for the additional days.

If an additional hotel room night at your assigned training or review site is required due to limited commercial transportation on the standard arrival and departure days, CWRP will reserve and pay for your additional night of hotel accommodations and reimburse you for M&IE. Please contact us to let us know your specific travel needs.

As noted above, reimbursement for driving your personal vehicle to a training or review must be approved in advance by CWRP, or you will not be reimbursed. Similarly, rental cars must be approved in advance by CWRP for designated agile staff.

## **5.7 Emergency Travel**

It is possible that circumstances beyond your control may disrupt travel plans as you are leaving a training or review. If your departure flight is delayed or cancelled (including connecting flights):

1. Airport/airline delay—Airline/airport cancels or delays your flight and is providing a voucher for an overnight stay, if required:

- a. Rebook flight with airline.
  - b. Use airline voucher for hotel, if provided.
2. Weather or other emergency beyond your control—Airline is not providing a voucher for lodging:
- a. Rebook flight with airline.
  - b. If the new flight does not leave until the next day, JBS will reimburse your lodging expense for one night without prior authorization payable up to the federal rate, found at <https://www.gsa.gov/travel/plan-book/per-diem-rates>. If the delay exceeds one night, you must contact JBS to obtain approval for additional nights.
  - c. If you require assistance with booking a hotel, call Occasions at 1-888-267-4054.
  - d. It is expected that all agile staff will have access to sufficient funds (cash or credit card) to pay any expenses related to emergency travel needs. If you are eligible to receive M&IE, you will be reimbursed for the additional day due to an unavoidable delay.
  - e. A JBS staff person is on call to assist as necessary. Every effort will be made to prioritize the reimbursement of emergency travel expenses. Contact information will be in the Travel Fact Sheet you receive.

### **5.8 Voucher Processing**

It is your responsibility to submit to [cw@jbsinternational.com](mailto:cw@jbsinternational.com) in a timely manner all travel expense and fee vouchers for work performed and expenses incurred. You must include on the voucher the dates on which the work was performed, the contract billing code number, and the address for payment. You must attach all required receipts, including airline and/or train boarding passes and hotel folios or receipts in PDF format. All submissions must be made electronically and not via mail. We cannot process mailed-in vouchers. Travel and fee vouchers can be downloaded from the agile staff private page on the portal.

### **5.9 Timely Submission of Expense Voucher**

You must submit an expense voucher within 2 weeks of the completed task(s). Those who do not submit vouchers within the timeframe specified may not be eligible to participate in subsequent reviews and may forfeit payment if submissions are received later than 60 days after the last day of work. JBS will issue payment within approximately 30 days of receiving a voucher consistent with these instructions. If emergency travel, as detailed in subsection 5.3 above, necessitates payment for a hotel stay, JBS will take steps to expedite the reimbursement. Voucher processing cannot begin until all required documentation is received.

### **5.10 Required Documentation to Attach to Travel Expense Voucher**

Please include all receipts with your travel expense voucher as a PDF. This is a Federal Travel Regulation requirement and JBS may be unable to reimburse you for your expenses without it.

We request attached receipts for lodging, airfare/train fare, or any travel-related expenses of more than \$25, and expenses prepaid by JBS, along with hotel folios, and receipts. All attachments must be in PDF format. Do not submit screen shots or pictures of receipts. The voucher you will fill out is a fillable PDF that allows for electronic signature. Please do not print it out, sign it, and upload it as a picture.

If you no longer possess the necessary paperwork, please include a brief memorandum indicating that you no longer retain the item, the reason, and that it was for your transportation or role in the training or review.

Documentation to submit may include:

1. **Ticketed itinerary for all flights.** This is the itinerary provided by the contract travel agency when your flight is booked that includes the airfare charged. If the travel agency fee is not listed on the itinerary (\$49 for 2023), you will need to add it to the flight cost and use that total for transportation costs. If you travel by train, include the receipt.
2. **Hotel Folio.** This document should indicate the total amount spent on lodging as well as the dates of your stay. If the room was paid as part of a room block, please ask the hotel to provide you with a folio that includes the total amount paid for your room. If the hotel refuses, please email [cw@jbsinternational.com](mailto:cw@jbsinternational.com) so we can provide a folio or the hotel expense amount for your submission.
3. **Baggage Receipts.** JBS will reimburse you for airline fees related to checking one piece of luggage each way. You will not be eligible to receive reimbursement for fees related to checking a second bag (with a rare exception for those who may travel for back-to-back reviews, but this is a special travel request that must be approved ahead of time).
4. **All transportation receipts.** Please include receipts for ground transportation expenses, including shuttles, taxis, parking, public transportation, tolls, and any other review-related expenses with your submission. Tipping for transportation is limited to 15%. If you tipped more than that, you will need to calculate the reimbursable portion and indicate in your submission why the receipt is more than the requested amount (e.g., Uber – 15% tip limitation).
5. **Vehicle mileage.** If you use your personal vehicle to drive to and/or from the airport, train station, or work site, please use Google Maps® at <http://maps.google.com> to calculate the distance. If approved in advance, JBS will reimburse you at the current federal government personal vehicle mileage rate, which can be found at <https://www.gsa.gov/travel/plan-book/transportation-airfare-rates-pov-rates-etc/privately-owned-vehicle-pov-mileage-reimbursement-rates>.
6. **Rental car.** Staff who have been authorized to rent a car must include the car rental cost (as a JBS paid expense) and any fuel receipts to ensure proper reimbursement. Staff who are not authorized for rental cars will not be reimbursed for such expenses. You must fill the gas tank before turning in the car. Do not use pre-fill or any of the other options offered by the rental car company. In general, JBS will not reimburse for any additional equipment rented from the rental car company, such as GPS or EZ-Pass (or equivalent toll mechanism) devices. If a required interstate on your planned route does

not have manned toll booths, determine if there is a reasonable route alternative. If not, you may rent the EZ-Pass (or equivalent) and include that information and the cost of renting that device on your travel voucher. Of course, you can always bring your own GPS device and EZ-Pass (tolls incurred on the planned route are reimbursable), and we recommend bringing extra cash for any unexpected toll booths.

All payments made by JBS are contingent on the permissibility of the costs under our contract with the Children's Bureau and your agreement with JBS, and submission and acceptability of your work products, fee invoices, and travel expense vouchers in accordance with JBS's policies and procedures and any subsequent change memos, incorporated by reference.

Vouchers and supporting documents must be sent to [cw@jbsinternational.com](mailto:cw@jbsinternational.com).

See [Appendix B](#) for a sample of the travel expense voucher and fee voucher to be completed for submission. Please note that this is a sample voucher only. You can access vouchers on the agile staff private page on the portal.

## Section 6: Evaluation Process

JBS has worked closely with the Children's Bureau to develop a process for evaluating the performance of CFSR Reviewers, QA Specialists, and Note-Taking Specialists. Agile staff may be evaluated on different areas if they perform more than one role.

Below are the competencies and skills evaluated for CFSR Reviewers, QA Specialists, and Note-Taking Specialists. Feedback received will be kept confidential.

### 6.1 Agile Staff Competencies for Evaluation

All agile staff will be evaluated for six competencies:

1. Exhibits professional comportment while representing the Children's Bureau and JBS.
2. Works respectfully and in partnership with others as needed.
3. Attends and completes all competency-specific assigned review activities timely.
4. Exhibits appropriate proficiency with all required technology.
5. Demonstrates adequate knowledge and use of CFSR reference materials.
6. Effectively uses OMS review instruments and instructions as applicable to role.

All six competencies apply to each agile staff role (CFSR Reviewer, QA Specialist, and Note-Taking Specialist), but the skill sets under each competency differ depending on the role.

The tables below indicate that a skill set applies to a role with a "Yes" entry and indicate that a skill set is not applicable with "N/A."

**Competency 1: Exhibits professional comportment while representing the Children’s Bureau and JBS.**

Skills	CFSR Reviewer	QA Specialist	Note-Taking Specialist
Communicates effectively.	Yes	Yes	Yes
Follows all instructions effectively from JBS and/or Children’s Bureau.	Yes	Yes	Yes
Remains focused on CFSR-related tasks without distraction or conducting personal activities that interfere with review.	Yes	Yes	Yes
Dresses professionally (standard business attire, no jeans, no flip flops).	Yes	Yes	Yes

**Competency 2: Works respectfully and in partnership with others as needed.**

Skills	CFSR Reviewer	QA Specialist	Note-Taking Specialist
Distributes workload with state partner fairly and effectively.	Yes	N/A	N/A
Shows respect for and collaborates with site leadership and other team members as applicable by role.	Yes	Yes	Yes
Expresses concerns promptly and to the appropriate party so they do not slow the review process.	Yes	Yes	Yes
Is receptive of feedback, including making suggested revisions timely.	Yes	Yes	Yes
Exhibits flexibility in participating in and completing all scheduled activities and completing new/unexpected assignments timely.	Yes	Yes	Yes

**Competency 3: Attends and completes all competency-specific assigned review activities timely.**

Skills	CFSR Reviewer	QA Specialist	Note-Taking Specialist
Attends debriefings/meetings prepared, actively contributes, presents all identified emerging practices and systemic trends succinctly and accurately, if applicable.	Yes	Yes	Yes

<b>Skills</b>	<b>CFSR Reviewer</b>	<b>QA Specialist</b>	<b>Note- Taking Specialist</b>
Assists reviewers in identifying emerging practices and systemic trends to prepare for debriefings/meeting if applicable.	N/A	Yes	N/A
Facilitates effective, respectful case-related interviews.	Yes	N/A	N/A
Tracks effectively all review activities, including QA status.	N/A	Yes	N/A
Provides effective site management, including clear feedback (QA) to reviewers.	N/A	Yes	N/A
Assists site leadership in understanding sitewide themes and trends effectively.	N/A	Yes	N/A
Provides accurate, timely, and meaningful evaluation of CFSR Reviewer performance.	N/A	Yes	N/A
Participates appropriately in stakeholder interviews either on site or remotely.	N/A	N/A	Yes
Completes interviews and provides effective note-taking that captures and documents information quickly; notes are well-written and reflect the interview and appropriate sections of the SIG.	N/A	N/A	Yes

**Competency 4: *Exhibits appropriate proficiency with all required technology.***

<b>Skills</b>	<b>CFSR Reviewer</b>	<b>QA Specialist</b>	<b>Note- Taking Specialist</b>
Exhibits skill in operation of the laptop, including booting the system, performing basic troubleshooting, and feeling comfortable with seeking help when needed.	Yes	Yes	Yes
Demonstrates proficiency in navigating and using the OMS.	Yes	Yes	Yes
Shows comfort with other technologies as required (e.g., two-factor authentication (TFA), cell phones, MiFis).	Yes	Yes	Yes

**Competency 5: Demonstrates adequate knowledge and use of CFSR reference materials.**

Skills	CFSR Reviewer	QA Specialist	Note-Taking Specialist
Demonstrates high-level knowledge of child welfare principles, programs, and policies.	Yes	Yes	Yes
Integrates and synthesizes case and interview information accurately from multiple sources.	Yes	Yes	Yes
Exhibits knowledge of and uses all FAQs and properly applies them to the OMS OSRI.	Yes	Yes	Yes
Exhibits knowledge of and uses reference guides related to role, such as Reviewer Briefs; Case-Related Interview Guides; OSRI QA Guide; Stakeholder Interview Guide (SIG).	Yes	Yes	Yes

**Competency 6: Uses effectively the OMS review instruments and instructions as applicable to role.**

Skills	CFSR Reviewer	QA Specialist	Note-Taking Specialist
Demonstrates proficiency in creating new cases in the OMS.	Yes	Yes	Yes
Completes items and ratings consistent with instrument instructions.	Yes	Yes	N/A
Demonstrates proficiency in accessing reports.	Yes	Yes	Yes
Demonstrates proficiency in responding to and resolving QA Notes.	N/A	Yes	N/A
Sets up stakeholder interview templates timely and accurately.	N/A	N/A	Yes
Documents stakeholder interview information accurately and timely in appropriate sections of the SIG.	N/A	N/A	Yes
Synthesizes information accurately from stakeholder interviews and identifies themes as appropriate.	N/A	N/A	Yes

**6.2 Agile Staff Performance Evaluation Process**

At a CB-Led Review, QA Specialists complete the initial automated performance evaluations of CFSR Reviewers and share the evaluations with the CB Site Leader for review and final approval. At both CB and State-Led Reviews, the CB will complete the QA and Note-Taking Specialist performance evaluations.

Agile staff will not receive copies of evaluations or feedback from the completed performance evaluation; you can assume that your work was rated as “competent” unless you hear further from JBS.

## Section 7: Useful Tools and Resources

### 7.1 CFSR Information Portal

The CFSR Information Portal (<https://www.cfsrportal.acf.hhs.gov/>) serves as the single point of access by all participants in the CFSRs for both general and state-specific review information. The portal is used for CB-Led Reviews and State-Led Reviews. It contains password-protected information exclusive to approved participants and information available to the general public. The following sections of the portal, described in more detail below, are useful to Children’s Bureau Central and Regional Offices, state participants, and agile staff:

- Round 4 E-Learning Academy (private; for logged-in users)
- Round 3 E-Learning Academy (private; for logged-in users)
- Resources (public)
- State Private Groups (private; for logged-in users)
- Online Monitoring System (private; for logged-in users)
- Frequently Asked Questions (public; question submissions are private for logged-in users)

### Resources

The portal’s Resources section is public and contains materials helpful to conducting and participating in the CFSR process. The Resources section includes both Round 4 Resources and Round 3 Resources.

The CFSR Round 4 Resources section contains important information for anyone participating in the CFSR process in Round 4, including:

- CFSR Round 4 Process
- CFSR Round 4 Instruments, Tools, and Guides
- CFSR Round 4 Statewide Data Indicators
- CFSR Round 4 Technical Bulletins
- CFSR Round 4 Program Improvement Planning Tools

### State Private Groups

Each state has its own Private Group on the portal, requiring a username and password. Only authorized persons specifically involved in the state’s CFSR will be provided access to it.

The state identifies its authorized staff by completing and submitting the CFSR User Request Form. Access is also granted to the Children’s Bureau Central and Regional Office staff, CFSR Reviewers, QA Specialists, Note-Taking Specialists, and JBS staff who are involved in the state’s CFSR. The state should compile a list of staff specifically involved with the state’s CFSR,



consult with the Children's Bureau Regional Office, complete the CFSR User Request Form, and email that form to CWRP.

## **CFSR Online Monitoring System**

The CFSR Online Monitoring System (OMS) is a web-based application consisting of the Onsite Review Instrument and Instructions (OSRI), the Stakeholder Interview Guide (SIG), and reporting tools. The system includes automated instrument applications that enable state and federal CFSR participants to conduct case review and interview activities consistently. The OMS is used for both CB-Led Reviews and State-Led Reviews. Users include CFSR participants, state staff, and Children's Bureau Central and Regional Office staff.

## **OSRI Frequently Asked Questions**

The OSRI Frequently Asked Questions section of the portal, available publicly (with question submissions available to registered users after logging in), allows you to submit questions to the Children's Bureau about the OSRI and the mock cases (which include filled-in "answer keys") available for practice on the E-Learning Academy. Users also include state staff for both types of reviews.

The questions are organized by CFSR outcome. "General" questions relate to the instrument itself, its general application, or the Face Sheet.

## **Review Information Packages**

JBS assists in gathering all documents to compose each state's specific Review Information Package for both CB-Led Reviews and State-Led Reviews. The package is used by Site Leaders, State Leaders, QA Specialists, and Note-Taking Specialists before the onsite review to access specific information about the state and prepare for the onsite review period. Two to 4 weeks before the onsite review period of either type of CFSR, JBS emails a link to specific participants for access to the state's Private Group page on the portal, where the materials are posted. Materials in the package may include, as applicable:

- Final Statewide Assessment instrument (specific to the state)
- Federal Review Team member chart
- State Review Team member Chart
- State Team Pairings Chart
- Travel Fact Sheet for each site
- State-specific policy documents

The home page of the portal provides a brief overview of upcoming reviews and the latest FAQs. Across the top are tabs you can click to access different areas of the portal. In addition to the Home link, which returns you to the homepage, you can select OMS, E-Learning, Resources, or OSRI FAQ. On the right-hand side are additional links you can click to access CFSR Logistics (and the schedule of CFSRs), CFSR Reports, My Groups (to access State Private Groups and Agile Staff Private Group), and Contact Us.

## Agile Staff Private Group

The agile staff private group provides documents for agile staff and is a good reference to locate things such as:

- Agile staff handbook
- Voucher instructions
- Fee and travel expense vouchers

## CWRP Help Desk

The CWRP Help Desk is available 10 a.m. to 6 p.m. ET, Monday through Friday, for users to request support related to the CFSR Information Portal, the E-Learning Academy, the CFSR Online Monitoring System, or other CWRP systems. The CWRP Help Desk consists of the online help page at <https://cwrp-helpdesk.cfsrportal.acf.hhs.gov/>; email support at [cwrp-helpdesk@cfsrportal.org](mailto:cwrp-helpdesk@cfsrportal.org); live chat via the OMS help page; and telephone support at 1-888-667-0855.

## OSRI Frequently Asked Questions

The OSRI Frequently Asked Questions (FAQ) section of the portal, available publicly (with question submissions available to registered users after logging in), allows you to submit questions to the Children's Bureau about the OSRI and the mock cases (which include filled-in "answer keys") available for practice on the E-Learning Academy. Users also include state staff for both types of reviews.

The questions are organized by CFSR outcome. "General" questions relate to the instrument itself, its general application, or the Face Sheet.

### 7.2 E-Learning Academy

To prepare Onsite Review Team members to successfully participate in a Round 4 CFSR, JBS and the Children's Bureau have developed the Round 4 E-Learning Academy (ELA), which is available via the portal to all agile staff. After logging onto the portal, agile staff can access the Round 4 ELA, which is hosted on the Adobe Learning Manager Learning Management System (LMS). The Round 4 ELA is organized into content catalogs that contain topical online courses. Three of these catalogs are available to agile staff: *Adobe Learning Manager 101*, *Children's Bureau*, and *State Training*.

### Adobe Learning Manager 101

The *Adobe Learning Manager 101* course includes videos designed to provide narrowly focused tutorials and tips on using the Adobe Learning Manager LMS. This catalog is available to all learners operating within the Round 4 ELA.

## Children's Bureau

The *Children's Bureau* catalog contains courses that largely consist of recordings from online presentations that were delivered for internal CB audiences going back to the earliest stages of Round 4. Current courses available through this catalog include:

- Program Improvement Plans
- CFSR Data Indicators
- Stakeholder Engagement
- Round 4
- Statewide Assessment/Systemic Factors
- Penalty Calculations
- CFSR Nuts and Bolts

This catalog is available to CB staff, agile staff, and Child Welfare Specialists. It is not available to states.

## State Training

The *State Training* catalog contains courses designed to provide states with information equivalent to what they would receive during a State Team Training (STT) as well as supplementary material that goes beyond the STT curriculum and provides additional opportunities for practice and clarification of key concepts. As such, is it available to all state review team members, regardless of whether that state is scheduled to undergo a CB-Led or State-Led Review. The State Training catalog is also available to all agile staff, CB staff, and Child Welfare Specialists.

At its launch, the State Training catalog will contain four core courses:

- OSRI Part 1: Overview, Face Sheet, and Safety
- OSRI Part 2: Permanency
- OSRI Part 3: Well-Being
- Layla Morgan Mock Case

Future courses will include additional mock cases and a Quality Assurance course series, as well as other course materials as required. Learners who successfully complete each course will be eligible to receive a Course Completion Certificate awarding 1 or more continuing education (CE) contact hours approved by the National Association of Social Workers (NASW). To earn the CE contact hours, the learner will need to pass the course quiz with a minimum 80 percent score and complete the course evaluation. Individuals should check with their local boards for details on CE requirements and applicability.

### 7.3 CFSR Applicant Profile Form

Completing the CFSR Applicant Profile Form is part of the application process to become a CFSR Reviewer, QA Specialist, or Note-Taking Specialist with JBS. It can be resubmitted any time to [cw@jbsinternational.com](mailto:cw@jbsinternational.com) to provide up-to-date information. The form asks for professional information such as experience, skills, areas of expertise, and languages spoken.

Whenever there is a need for additional agile staff, this form will be available on the Children's Bureau website; otherwise, you can request a copy at [cw@jbsinternational.com](mailto:cw@jbsinternational.com).

#### **7.4 Newsletter for Agile Staff**

To provide updates to CFSR Reviewers, QA Specialists, and Note-Taking Specialists, JBS distributes a newsletter with useful information, *The Reviewer*. During the CFSRs, the newsletter is distributed on a quarterly basis or more often if needed. Between rounds, the newsletter is distributed only if there is a need to share important information. It includes news items, reminders, and practice tips and quizzes.

#### **7.5 CW-Mail**

CW-Mail is a shared mailbox used for all correspondence between JBS and review team members. JBS monitors this mailbox on a regular basis and ensures that all correspondence is forwarded appropriately for timely follow-up. The mailbox also ensures that correspondence is archived and can be accessed at a later date if needed. Please email all correspondence to [cw@jbsinternational.com](mailto:cw@jbsinternational.com).

#### **7.6 Children's Bureau Website**

The Children's Bureau website hosts a wealth of information. The Children's Bureau home page is at <https://www.acf.hhs.gov/cb>. Information on the CFSRs is available at <https://www.acf.hhs.gov/cb/monitoring/child-family-services-reviews>.

#### **7.7 Certificate of Completion of Training**

Upon completion of training, you will receive a Certificate of Completion indicating you successfully completed the required training.

#### **7.8 CFSR Reviewer/Specialist Agreement**

All agile staff are required to sign an agreement with JBS. The current agreements are in effect through September 29, 2025. These agreements may be revised at any time due to revisions made to our Statement of Work or changes from the Children's Bureau resulting in changes in practice.

## Section 8: Appendices

### Appendix A: CFSR Reviewer/Specialist Requirements

#### Minimum Requirements

Agile staff are child welfare experts with experience in making professional judgments based on information collected from various sources. They apply this knowledge to participate in the CFSRs. Minimum qualifications are:

- Minimum of 5 years of direct field experience and/or supervisory, administrative, or management experience in a public or private child welfare agency. This may include providing services or supervising, administering, or managing programs supporting child protective services, foster care, adoption, family preservation, family support, independent living services, or licensure/approval of foster and adoptive families.
- Bachelor's or master's degree in social work, human services, public administration, counseling, or a closely related field; or a juris doctor degree with experience working for a state Court Improvement Program or juvenile or family court dealing with child welfare cases.
- Strong assessment skills, including the ability to: (1) gather information from interviews and from written documents; (2) pursue the collection of information from various sources; (3) take notes and compile information obtained from multiple sources; and (4) make professional judgments based on the information collected during the reviews.

*Preference will be given to individuals who are experienced in applying the OSRI and/or demonstrate fluency in Spanish and/or lived experience within the child welfare system or within indigenous/Tribal social services. Child welfare professionals who are fluent in Spanish or another language other than English, or who have Tribal experience, are especially encouraged to apply.*

Child welfare experts participating in the reviews are at times supplemented by CFSR Reviewers who bring to the process their personal experience in foster care rather than years of experience working in a public or private child welfare agency. These Reviewers have been engaged with child welfare services at a state or Tribal agency. They will receive additional support and mentoring while participating in onsite reviews.

QA Specialists and Note-Taking Specialists must successfully complete additional training before participating in a review.

## Appendix B: Sample CFSS Reviewer Travel Expense and Fee Voucher

**JBS INTERNATIONAL, INC.**  
**CONTRACT NUMBER 47QRAA18D00AE**  
**TRAVEL EXPENSE VOUCHER**  
**CWRP FY 2023**

**Guidelines:** Fill out the cells below. **Information requested in red border cells is required**; those cells without a red border are filled in only when applicable. Attach receipts for airline baggage fees, parking fees, ground transportation, or any travel-related individual expense of more than \$25, and expenses prepaid by JBS (airfare, lodging), along with boarding passes, hotel folios, and any other supporting documentation. Complete one expense voucher per review.

If you no longer possess the necessary documentation, provide us with a brief memorandum indicating that you no longer retain the item, an acceptable reason, and that it was for your transportation or role in the review.

Name (First Name, Last Name):	Agile Staff
Check Payable To:	
Federal Employer Identification Number (FEIN), provide one time, then indicate "on file":	52-XXXXXXX
Street Address:	123 Main Street
City, State, ZIP Code:	Anycity, AS 12345

New Address or Special Payment Request:

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**General Information:**

Purpose of Expense:	Anystate CFSS
State Where Work Was Performed:	Anystate
Departure City/State:	MyCity, State
Destination City/State:	Review Site, Anystate
Job Code:	853221

**Travel Information:** Indicate your departure and return dates and times (time left home/office and time walked in door when returned home/office, **not** the time airplane landed or train arrived) in the table below.

**Departure Information:**

Left Home/Office on (Month/Day/Year)	Left Home/Office at (Time AM/PM):
11/13/22	10:00 AM

**Return Information:**

Returned Home/Office on (Month/Day/Year)	Returned Home/Office at (Time AM/PM)
11/18/22	5:00 PM

**Travel Expenses in Table(s) On Next Page - Instructions** (enter into "Pre-Paid Table" if paid for by JBS, enter into "Reimbursable Table" if seeking reimbursement):

**Airfare/Train Fare:** Indicate the cost of airfare/train fare (found on the final PDF itinerary issued by travel agency).

**Lodging:** You are eligible for lodging if you reside more than 50 miles from the review site. If the hotel did not provide you with a folio/receipt, please leave the corresponding box in the table below blank.

**M&IE:** You are eligible for meals and incidental expenses (M&IE) reimbursement if travel to a site is more than 50 miles one way (100 miles roundtrip) and you are away at least 12 hours from your home/office, including time spent at the review. Indicate total of M&IE, calculated at a flat three-fourths of the applicable per diem rate for the first and last day of travel and the full rate for work days in between. The M&IE rate is for each full work day and for each of the first and last days of travel.

**Rental Car and Fuel:** Indicate the cost of a pre-approved rental car and fuel in appropriate table, attach receipts.

[Travel Expense Voucher FY23](#)

**JBS Pre-Paid Travel Expense Table (Master Bill):**

Airfare/Train Fare Fee:	Lodging (Room and Tax Only):	M&IE:	Rental Car and Fuel:
\$512.97 (Fare + \$49)	\$454.26		

**Reimbursable Travel Expense Table:**

(52-01) Airfare/ Train Fare Fee:	(52-01) Baggage Fees:	(52-02) Lodging (Room and Tax Only):	(52-03) M&IE:	(52-05) Rental Car and Fuel:
	\$50		\$172.50	

**Accounting Use Only (52-06):**

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**Transportation Expenses – Instructions:**

**Ground Transportation (if applicable):** Using the dropdown menu, insert a **C** in the “Type” column for pre-approved personal car mileage and calculate at **\$0.625** per mile (for documentation, attach a copy of GoogleMaps that includes the total mileage one way); insert a **P** for parking expenses; **TX** for taxi/shuttle/Uber/Lyft expenses (can be reimbursed for tips up to **15%**); **TO** for tolls; and **PT** for public transportation. Please note that JBS cannot reimburse you for local travel expenses after you have arrived at the work site.

Date Expense Incurred (Month/Date/Year):	(52-04) Type (See Above):	Ground Transportation Amount:
11/13/22	C	\$16.64
11/18/22	C	\$16.64
11/18/22	P	\$75
	Select one:	
	Select one:	

**Miscellaneous Expenses:** Indicate any authorized phone, fax, office supply, or other approved expenses.

Date Miscellaneous Expense Incurred (Month/Day/Year):	Miscellaneous Expense Description:	(50-00) Miscellaneous Expense Amount:

**Travel Expense Totals (Completed by JBS)**

Subtotal:	
Less Prepaid by JBS:	
Total Expenses:	
Total Reimbursement Due:	

**Accounting Use Only:**

--

By signing this form, I understand that the expenses included herein are actual expenses incurred during performance of the referenced contract and any misrepresentation may subject myself to criminal penalties if I knowingly present a false, fictitious, or fraudulent travel claim under 18 U.S.C. 287 and 1001.

Signature:

Agile Staff

Digitally signed by Agile Staff  
Date: 2022.12.01 13:28:54 -05'00'

Date:

JBS Approval:

--

Date:

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**JBS INTERNATIONAL, INC.  
FEE VOUCHER FOR CONSULTANT WORK**

\* Please note: Information requested in cells with red border is required.

**Submit your voucher at least monthly by the last business day of the month, sooner if your work has been completed.**

Name (First Name, Last Name):	Agile Staff
Check Payable To:	(If different from name)
Federal Employer ID (FEIN):	82-1234567
Street Address:	123 Main Street
City, State, and Zip Code:	Anycity, AS 12345

**New Address or Special Payment Request:**

--

**General Information:**

Purpose:	Anystate CFSR
State Where Work Was Performed:	Anystate
Job Code:	853214

**Fee Information (44-00):** Provide the information requested below to receive your fee.

Would you like to waive the fee?      Yes ☐      No ☒

**Service Fee:**

Types of Service	Fee for Service	Dates of Service (Month/Day/Year)	Total Units of Service (i.e., #'s, hours, days)	Total Fee
CFSR Reviewer	\$55 per hour	11/14/22, 11/15/22, 11/16/22, 11/17/22, 11/18/22	40 hours	\$2200

By signing this form, I understand that the expenses included herein are actual expenses incurred during performance of the referenced contract and any misrepresentation may subject myself to criminal penalties if I knowingly present a false, fictitious, or fraudulent travel claim under 18 U.S.C. 287 and 1001.

<b>Total Fee Due:</b>	\$2200
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Consultant Signature:

**Agile Staff** Digitally signed by Agile Staff  
Date: 2022.12.01 13:18:14  
-05'00'

Date:

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JBS Approval:

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Date:

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