

After Hours Policy

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Any information referenced within this document is considered a part of this policy with the exception of the “related resources” section.

Summary:

This policy describes the Division of Milwaukee Child Protective Services (DMCPS) requirements for After-Hours staff response. The After-Hours staff shall respond to reports of alleged maltreatment in compliance with the requirements of Chapter 48 of the Wisconsin Statutes, CPS Access and Initial Assessment Standards, and CPS Safety Intervention Standards.

Policy:

DMCPS receives Child Protective Services (CPS) reports, alleging child maltreatment, after regular business hours. The DMCPS After-Hours services ensures all reports are screened within 24 hours (in accordance with [CPS Access and Initial Assessment Standards](#)); and, that Initial Assessment specialists (IAS) respond timely to emergency cases requiring a same day response.

This policy clarifies After-Hours services, staffing and each employee’s responsibility and role. See the [Policy IA 40.00, After-Hours Sign Up and Emergency/Force](#), for information about the volunteer sign up process and compulsory coverage requirements for staff.

Hours of Operation:

Monday through Friday, DMCPS’ Access and Initial Assessment operate three shifts:

- First Shift from 8:00am – 5:00pm
- Second Shift from 2:00pm – 11:00pm

- After Hours from 7:30pm - 7:30am, Monday through Thursday, and 8:00pm-8:00am, Friday- Sunday, excluding holidays

From 7:30am to 8:00am, Monday through Thursday, the contracted answering service directs calls to First Shift Access Supervisor. Monday through Friday shifts have four IAS on-call: Two Access and three IA. This may change based on management discretion. Each After-Hours shift is 12 hours, and cannot exceed 12 hours.

Weekend and holiday after-hours shifts are Saturday, Sunday and state department holidays. The 12-hour shift schedules are from 8:00 a.m. to 8:00 p.m. (AM shift) and 8:00 p.m. to 8:00 a.m. (PM shift). For the Sunday p.m. shift and the business day following a holiday, the end time for receiving calls is 7:30 a.m. Weekend and holiday shifts have five IAS: Two Access and three IAS.

Staffing and After-Hours Responsibilities

Eligible After-Hours staff are current DMCPs IAS who meet the following criteria:

1. Successful completion of Wisconsin Juvenile Court Intake training;
2. Successful transition to permanent supervisory team;
3. Supervisory approval indicating that s/he is ready to assume the responsibilities of After-Hours coverage, approximately at six months of employment;
4. Work a regular full-time schedule;
5. Answer the phone when on After-Hours, and;
6. Have no more than one violation within a year.

It is critical that After-Hours Access and Initial Assessment staff answer their phones to receive emergency referrals. If an After-Hours IAS does not answer his or her phone, the IAS has 10 minutes to return the After-Hours supervisor's call. If an After-Hours IAS does not answer the phone without good cause, he or she is not compensated for After-Hours on-call pay and may be subjected to disciplinary action.

If an additional referral is received, the on-call IAS is called again and still eligible to receive hourly compensation for responding to the case. Thus, it is possible that an IAS might miss one call and respond to other referrals, but disciplinary action could occur. On-call pay would be issued.

If an individual has two or more violations of not attending scheduled work hours including After Hours shifts, the individual will not be eligible to sign up for After-Hours for three months from the date of their second violation

IAS may provide their personal phone number to Initial Assessment management to ensure they do not miss After-Hours calls.

If an individual has an unexpected absence for five or more hours (due to sickness, family medical leave, etc.) during a regular shift, he or she is not eligible to work After-Hours that same day.

The expectations for Access and Initial Assessment performance are the same during After-Hours shifts as they are during regular business hours. The responsibilities of Access and Initial Assessment staff are noted below:

- Access Function: The IAS is responsible for receiving all telephone calls alleging child maltreatment, and completing all Access Reports and/or related documentation.
 - DMCPs contracts with an answering service to receive calls that are not answered by DMCPs staff. The answering service is responsible for receiving information from calls to 414-220-SAFE and communicating that information to DMCPs Access staff.
- IA Function: The assigned IAS is responsible for responding to emergency cases, fulfilling all necessary steps to control for present danger, and completing all necessary documentation. A more detailed description of the IAS responsibilities for responding to an emergency are noted below:
 - Emergency cases received Monday through Thursday are defined as a referral requiring a same day response.
 - Emergency cases received Friday through Sunday and on holidays are defined as a referral requiring a same day or 24/48-hour response.
 - If the IAS who is up first is occupied with an emergency case when their After-Hours shift begins and is unable to respond to subsequent emergency cases, the second on-call IAS is called upon to respond to the additional case(s), if it is determined the case requires a response in less than two hours. If the second and first IAS are unavailable, the third IAS is called upon to respond.
 - *For example, if the first IAS is unable to respond to a case requiring a response in less than 2 hours, the second on-call IAS will be called upon to respond. If a second referral is received, the first-up IAS will be called upon first to take the second referral, not the third IAS on-call.*
- After-hours supervision function:
 - One IA supervisor is responsible for providing consultation regarding IA and Access functions from 10:30 p.m. to 8:00 a.m. on weekdays and for each 12-hour shift on weekends and legal holidays.
 - An IA supervisor may restrict an IAS' ability to sign up for After-Hours based on documented performance issues.
 - One DMCPs program manager is available to the IA supervisor for consultation; Monday-Friday, 5:00 p.m. to 8:00 a.m.; and 24 hours a day on weekends and State holidays.

- Intensive In-Home/ Ongoing Case Management Function: A program manager, supervisor or designee will be available for telephone consultation related to their assigned open cases.

After-Hours staff may receive two forms of compensation during an After-Hours shift:

- On-call compensation: A flat-rate amount employees receive to be available to respond to referrals on an After-hours shift. It is possible that no referrals will be received during an After-Hours shift, but the flat-rate for on-call compensation is still received. If an employee is not available because they are responding to an emergency case, on-call compensation is still earned.
- Hourly compensation: Pay received in addition to flat-rate once the IAS responds to a referral. If an IAS is waiting to respond to a referral, hourly pay is not accrued during the waiting time.

Procedures:

Sign up Process for After-Hours

See policy [IA 40.00, After-Hours Sign Up and Emergency/Force](#).

Preparation for After-Hours

- A. The designated Operations Program Associate (OPA) sends a draft of the After-Hours schedule to IAS and supervisors early in the day.
- B. All scheduled After-Hours IAS must verify that the information on the schedule is accurate.
- C. All IA Supervisors must review the schedule daily to ensure all scheduled staff are in work status for their scheduled After-Hours shifts.
- D. The designated OA sends the final schedule, After-Hour Alert Page and Checklist, After-Hour Supervisor Contact List, and After-Hours Alerts by email to all IAS and supervisors daily at 3:30pm or at 4:00pm on the last business day preceding the weekend or state holiday.
- E. After-Hours IAS must:
 1. Review all current After-Hours Alerts prior to the beginning of his or her After-Hours shift. An alert contains a brief description of the circumstances that resulted in the need for the alert and describes the action to take.
 2. Have their cell phones turned on and fully charged prior to the beginning of their After-Hours shift. In the event that an IAS cell phone is not functioning properly before or after an After-Hours shift has started, the IAS must notify the answering service and the After-Hours Supervisor and provide an alternate telephone number where he or she can be reached.
 3. Take their fully charged laptop or iPad home and be able to remotely access the DMCPs network during After-Hours. In the

event the IAS is unable to remotely login to the network, the IAS must report in-person to the DMCPD office.

4. Not participate in activities that would prevent him or her from responding immediately to an After-Hours call.
5. Notify their IA Supervisor if they are unable (due to sickness, leave, etc.) to work a regular shift or scheduled After-Hours shift. If an IAS working an After-Hours shift is unable to complete the shift due to sickness or another emergency, he or she must arrange for the After-Hours Supervisor to be notified immediately.

Response to Referrals

After-Hours responsibilities are separated into two functions for staff and one function for supervisory staff.

Access Function:

- A. The answering service receives After-Hour telephone calls to Access at 414-220-SAFE and contacts the After-Hour IAS with preliminary information of the content of the Access report.
- B. The Access IAS must immediately answer the telephone call from the answering service. If the telephone call goes to voicemail, the assigned IAS must return the call within 10 minutes of the telephone call.
 1. If there is no response within 10 minutes, the answering service will make a second attempt to contact the assigned IAS. If there is no response after the second attempt, then the answering service will call the After-Hours supervisor who will call the first IAS using their alternative telephone number (if provided). If the After-Hours Supervisor is unable to reach the first Access IAS, then the After-Hours supervisor will call the next Access IAS in rotation. If an IAS receives an additional call from the answering service while on the telephone with the reporter, he/she will complete the initial call and then call the answering service back to obtain the information needed to return the subsequent call(s).
- C. The Access IAS immediately contacts the reporter to collect information, receive and analyze reports of alleged child maltreatment and generate referrals. If the reporter is unavailable, the Access IAS continues to make efforts to speak to the reporter.
- D. The Access IAS must consult with the After-Hours supervisor immediately upon completion of the call when present danger, or impending danger, or other circumstances have been identified and may warrant face-to-face contact during after-hours.
- E. The Access IAS must complete the CPS or Services report by the end of the shift, unless approved by a supervisor to deviate from this requirement.
 1. The IAS must consult the After-Hours supervisor if additional time is needed to enter the reports due to particularly high call volume and/or other extenuating circumstance. Any referrals with identified

- present danger or need for immediate face-to-face contact must be entered into eWiSACWIS immediately.
2. If the IAS is unable to reach the After-Hours supervisor, the Access IAS should then call the DMCPs program manager.
- F. It is the Access IAS' responsibility to consult with the After-Hours Supervisor if they become overwhelmed or overloaded by call volume. The After-Hours Supervisor has the discretion to redirect calls to other After-Hours staff performing the IA function.
 - G. The After-Hours supervisor ensures that all Access reports received during their After-Hours shift are screened within 24 hours.
 - H. The After-Hours supervisor assigns screened in cases.
 1. If the referral requires an emergency (same day) After-Hours response, the supervisor assigns the case to the After-Hours IAS on-call.
 2. If the referral is not an emergency, the supervisor assigns the case to the next IAS on the DMCPs Case Assignment Log. See the Case Assignment Procedure for more information.
 - I. If the After-Hours supervisor determines a case should be screened out the supervisor must document their rationale for the screen out in the "Supervisor Screening Decision" section of the Access Report

Initial Assessment Function:

The Initial Assessment is responsible for responding to referrals that indicate present danger, possible impending danger, or other circumstances that require an immediate face-to-face response. The After-Hours IAS must take all necessary steps to ensure for child safety and complete all necessary documentation (such as TPC request, placement letter, protective plan, etc.).

In order to ensure continuity in response to the families with whom face-to-face contact has been made, the on-call IAS will maintain a primary assignment to the case(s) they are assigned during After-Hours whenever feasible. Supervisors or Program Managers may reassign a case based on feasibility and circumstances of the case. If an After Hours case is reassigned, the first preference is the case remains in the IAS's unit. The second preference is the case remains in the IAS's program area. The case will not be reassigned through regular rotation, unless the After-Hours IAS is an Access employee.

The procedure is:

- A. The IAS receives cases assigned to them by the After-Hours supervisor or by second shift.
- B. Following the consultation with the After-Hours supervisor, the IAS may call the IAS performing the Access function for any needed clarity in the report. Consultation with the After-Hours supervisor is required before any intervention.
- C. The IAS reviews the CPS report if completed by Access. If present danger is identified and warrants a response faster than a report can be

completed, the IAS will initiate contact with the family based on the information provided by the After-Hours Supervisor.

1. The IAS will contact any reporters who are on scene to provide them with an estimated arrival time.
- D. Required initial face-to-face contact must be attempted by the IAS within 60 minutes of the supervisory consultation. Any deviation from the 60-minute expectation must be made in consultation with the After-Hours supervisor.
1. The IAS is encouraged to request police assistance for home visits to private residences as a safety measure.
- E. The IAS must take immediate steps to control for identified safety threats.
- F. After initial contact has been attempted or occurred, the After-Hours supervisor updates the DMCPD Case Assignment Tracking Log.
- G. If IAS removes a child, who is mobile (non-infant) and/or has behavioral issues, from the home and the child is under the supervision of IAS in the DMCPD office during the After-Hours shift, the IAS must notify the After-Hours supervisor. Then the After-Hours Supervisor will immediately call the next on-call IAS, notifying him or her to come to the DMCPD office, and send out an email notification to all DMCPD staff noting a child is in the DMCPD office.
1. The on-call IAS and assigned IAS are responsible for determining who will supervise the child at the DMCPD office.
 2. If child's behavior becomes unmanageable or a safety concern, the assigned IAS/on-call IAS must immediately notify the police for assistance and the on-call IA Supervisor. The IA Supervisor will then notify the on-call Program Manager.
- H. After ensuring for safety of the child(ren), the IAS must document how present danger was ruled in or out. Any documentation that is required to be scanned/ uploaded in eWiSACWIS (e.g. protective plans) must be completed by the end of the After-Hours shift. All casework activity must be captured in a case note under the narrative heading in eWiSACWIS.
- I. If the case is open in Ongoing, the IAS must email the case note content to the assigned Ongoing case manager and the Ongoing supervisor.
- J. The IAS must notify the After-Hours supervisor when the required documentation (protective plans, TPC request, information collected for the assessment) is completed and send their case notes in an email to the After-Hours supervisor by the end of the After-Hours shift.
1. In some urgent situations, the IAS may need to be available to address case specific questions from the After-Hours supervisor by phone.

Documentation: Protective Plans and TPC request documentation must be completed and documented in eWiSACWIS by the end of the After-Hours shift.

Additional Guidance for Initial Assessment

A. Juvenile Detention Intake

The staff from the Milwaukee County Detention Center will call the After-Hours program on juveniles under a Child in Need of Protection and/or Service (CHIPS) order who are brought in and cannot be held in the Detention Center. For CHIPS juveniles who are ordered into out-of-home care, the After-Hours IAS must call the After-Hours placement number to request a placement resource and transport the juvenile to the placement. CHIPS juveniles who are still in the custody or placement of their parent or guardian can be released to the parent or guardian when there are no reports of alleged maltreatment. The After-Hours IAS documents the telephone call or placement activity in a case note and email it to the assigned Case Manager.

B. Temporary Guardianship in Medical Emergencies

For emergency medical situations that occur After-Hours where the parent or guardian is unavailable or unwilling to consent to medical care for a child, an After-Hours Supervisor following consultation with an on-call DMCPs program manager must contact a Duty Judge for Milwaukee County Children's Court (in accordance with Children's Court Directive 04-01A). See the [DMCPs Temporary and Permanent Guardianship Policy](#) for more information.

Conclusion of After-Hours: Debrief, Overtime Request and Payroll

- A. The After-Hours Supervisor must review all After-Hours work and check for completeness.
- B. The next business day, after an After-Hours shift, the After-Hours IAS must be available by telephone until 9:30 a.m. to answer any questions from the supervisor regarding their completed work. If there are problems or concerns with the quality of work submitted, the After-Hours Supervisor immediately addresses this with the After-Hours IAS and follows-up with the IAS immediate supervisor and program manager in regard to the concerns.
- C. The After-Hours IAS must call or e-mail the After-Hours Supervisor between 7:00 a.m. and 7:30 a.m. the next day if no emergency referrals were received during his or her After-Hours shift.
- D. The IAS must obtain the After-Hours supervisor's signature on the *After-Hours On-call Verification Form* within 48 hours of their After-Hours shift. If the supervisor is out of the office, a signature must be obtained from their IAS' Supervisor or back-up supervisor.
 1. The IAS must submit this form to his/her supervisor by the end of the work week or following Monday (when timesheets are due).
 2. The After-Hours IAS must document in STAR his or her on-call pay and actual time in work status. This must be submitted to payroll timely.
 - i. Hourly pay is accrued when an IAS is actively responding to a referral. If an IAS is waiting to respond to a referral, hourly pay is not accrued during this time.

- E. IAS assigned supervisor must ensure that the *After-Hours On-call Verification Form* is complete and that the time entered on the log matches what the IAS enters in STAR. The form must be signed and submitted in a designated basket no later than 3:00pm on Monday on a weekly basis.
- F. The designated OA will collect the completed forms and submit them to DCF Payroll by 1:00pm on Tuesday on a weekly basis.

Responsibilities:

After-Hours IAS

After-Hours supervisors

Designated DMCPs Office Associate

On-call DMCPs and Ongoing Case Management program managers

Contracted agencies on-call designee

Related Resources:

[CPS Initial Assessment and Access Standards](#)

[Court Directives](#)

- 04-01A
- 09-01

DMCPs Forms

- [DMCPs After-Hours On-Call Verification Form \(DCF-F-2970-E\)](#)
- [After-Hours Alert Form](#)

[DMCPs Policies](#)

- Obtaining Temporary and Permanent Guardianship
- Medical Evaluations for Children (IA 9.00, IIHS 2.00, OCM 4.00)
- [Case Assignment Protocol](#)