Supervisory Manual:

Using and Monitoring SWAN Benchmark Cost/Time Log Data

pennsylvania
STATEWIDE ADOPTION AND PERMANENCY NETWORK

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Introduction

On January 4, 2016, the SWAN prime contractor released the SWAN Benchmark Cost/Time Log, a cost and time tracking utility on the SWAN Portal. This utility was implemented to track SWAN affiliate agencies' cost and time efforts when completing SWAN Units of Service. Collecting service cost and time data is a requirement of the SWAN prime contract for all services referred on or after January 1, 2016.

OCYF convened a SWAN Rates Workgroup, comprised of more than 40 participants representing SWAN affiliate agencies, the SWAN prime contractor, the PA Council of Children, Youth and Family Services and OCYF to make recommendations about how to best determine appropriate payment rates for completed SWAN services. The SWAN Rates Workgroup meets quarterly to examine the collection of cost and time information about the completion of SWAN services.

As recommended by the SWAN Rates Workgroup and the Office of Children, Youth and Families, on February 1, 2019, the use of the cost and time utility became a requirement of affiliate agencies.

This manual was developed to assist SWAN affiliate agency supervisors with capturing all of the data associated with the completion of SWAN Units of Service. This data must be collected with consistency and accuracy because the outcomes are used by OCYF to determine rates for the completion of SWAN Units of Service.

As always, the SWAN regional technical assistants (RTAs) can answer any questions regarding this manual or tasks involved in collecting the cost and time data.

We would like to acknowledge the following people whose knowledge, experience, and willingness made the development of this manual possible. Many thanks to:

Laura Doran, Program Director, Adelphoi Village

Alicia Zehner, Permanency Program Manager, KidsPeace

Alexandra Newcomer, SWAN RTA

Part I: Tips for SWAN Benchmark Cost/Time Log Training

You may have many questions about cost and time tracking, or there may be many things you have not thought about before. Here is a list of tips for supervisors to help with tracking time and training workers on logging their costs and time in the Benchmark Cost/Time Log.

1. There are many tasks that workers and supervisors complete throughout the day that can easily be missed. **The most important thing is that any time spent working on SWAN Units of Service is logged.** If you work on several units for a period of time, that time can be broken down into a minimum of 15-minute increments. This applies to time spent checking and sending emails, discussions with others, phone calls, completing one's cost/time log, discussing units in supervision, etc. Emphasize that it is more important the time is logged than what it is attributed to. Also, work with your staff to not overthink it. The time must be logged because that is the only way agencies will be reimbursed for the work we complete, but for these small increments of time, it is less important which unit, in particular, they are attributed to and more important the time is captured at all.

2. For **Child and Family Profiles**: When invoicing, ensure that the completion date entered on the **Affiliate Services** page is the date of the profile. Then click **Add to Invoice**. This should match (or be very close to) the date the profile was sent to the county.
   - This date needs to be the date of the profile because that date entered will determine when an addendum can be referred, which will be after one year.
   - This date does not need to match the certification date, the date you submit the benchmarks to county or SWAN, or the date that you invoice.

3. The SWAN Affiliate Budgeting Worksheet (ABW) is a tool for affiliate agencies to aid in determining optimal worker caseload. This tool is most applicable for administration and fiscal personnel.

4. Make sure your **staff tracks the time it is taking them to complete the log.**
   - This time should be attributed to any unit they worked on during that timeframe. If a worker spent 30 minutes completing their cost/time tracking log for that particular day, they should attribute 15 minutes of that time to one unit they logged time for and the other 15 minutes to another unit they logged time for.

5. **Time spent in supervision** is considered reimbursable time spent on SWAN Units of Service if you and a worker are discussing units. You should both log the time and attribute it to units. Divide and attributed the time to any unit that was discussed.
   - *Example:* In an hour-long supervision, you and a worker discussed ten units. As the supervisor, you will log four 15-minute segments and attribute them to four of those ten units. The worker will do the same. A good rule is to log it under the unit you spent the most

time discussing. Perhaps there were a few particular cases you talked more in-depth about. You can log the time under those.

- Any time spent discussing other items not related to a SWAN unit either should not be logged or would be logged as **Other** and then **Supervision**, depending on whether your agency requires workers to log all their time or only time spent on SWAN Units of Service. (This would apply to time spent on a performance evaluation, for example.)

6. Time for a unit that is in **small increments** still needs to be logged somewhere.
   - It is most important that all time spent completing SWAN Units of Service is captured. If a worker spends 30 minutes checking and sending emails, most of which relate to their SWAN Units of Service, they should divide the time into two 15-minute increments and attribute it to any unit that they emailed about.
     Example: A worker spends 5 minutes emailing for one unit, a couple of minutes texting to schedule a meeting for another unit, another couple minutes on an email for another unit, and then a few more minutes on organizing paperwork for a different unit. This worker should attribute these fifteen minutes to any of the units they worked on.
   - Log time under the unit on which you spent the most time. Perhaps one unit had multiple emails and therefore took a bit more time. Do not overthink it; just log the time somewhere. Dates are not needed for every task in the benchmarks since the focus is on time being documented for the tasks or buckets. The main focus is on inputting the amount of time required to complete a service. An affiliate is still responsible to complete all requirements for the service.

7. **Withdrawn units** should still have time logged and benchmarks need to be submitted.
   - The current SWAN rates have a premium incorporated to account for the work we do on units that are later withdrawn. Currently, there is not enough data on withdrawn units to calculate what that should be so a generic number was chosen based on the workgroup's recommendation. To keep this premium, we need to demonstrate to the state that affiliates do spend time and incur costs for withdrawn units.
   - All withdrawn units should still have their time logged in the SWAN Portal and in the Benchmark Cost/Time log. The withdrawn unit's benchmarks must be submitted with time in them for that time to be able to be seen by SWAN and taken into account in their calculations.
   - Submitting a withdrawn unit's benchmarks will remove the unit from the drop-down lists in the Benchmark Cost/Time Log options.

8. **Things to check for before submitting benchmarks:**
   - Always check each unit's total practice and travel time before submitting the benchmarks. If the total hours are less than forty, make sure you know the reasons why or have asked your worker about why that is. Possible reasons could include that the child is part of a sibling group, the child is young and therefore the unit was easier, an override was obtained when

the unit could not be fully completed, the unit was completed earlier than expected (such as for CSR), etc.

- Always check that mileage is entered.
- SWAN Units of Service-specific things to check:
  - I. Child Preparation: Ensure there are at least ten hours logged for sessions with travel time unless the time has been divided amongst siblings.
  - II. Family Profiles: Check that training hours and time spent gathering documentation have been included, especially if this was completed by another member of your agency who does not complete SWAN cost and time tracking.

9. If your agency requires staff to enter all their work time into the benchmarks to ensure no time is missed, work with your staff to limit their use of the **“other” category** so it is only for work that is not related to any SWAN Units of Service.
   - Examples of incorrect items: phone calls, emails, supervision time spent discussing units, discussions with other workers, matching for families, completing benchmarks, entering cost/time log data.
   - Examples of correct items: lunch, supervision time unrelated to units, training, meetings not related to specific SWAN Units of Service, paid time off, holidays, foster care work.

10. How to log time workers spend on **matching adoptive families** with children (while there is no specific matching families unit):

    In the *Benchmark Cost/Time Log Entry*:

    a) For **Service Type/Category,** select “Placement”
    b) For **Referral Number**, select “Pending”
    c) In the comments section, include the family’s name and information about what was completed. This is incredibly important if you ever get a Placement Unit of Service.
       - Should you eventually get a **Placement Unit of Service,** as the supervisor, you will need to look through every matching caseworker’s log who worked with the family or attended events that featured the family. Change the referral number for any applicable time by selecting the family’s name.
       - If a family closes out and you do not get a Placement Unit of Service for the family, the only way to remove the time logged for that family is to click on the trash can icon and delete the line.
         - I. Be aware that if you check workers' time for completeness of logging, this will look like they missed time that should have been logged.
         - II. Ensure that the deleted item is time that is only attributed to that one family. For example, if it was a portion of time spent at a matching event, you can attribute the time to another matching family that was represented.

Part II: How to Pull Useful Reports

1. Ensure completion of cost and time tracking

To ensure completion of cost and time tracking, as supervisors, you should check in with workers at **every supervision** to ensure all time has been entered. To check this, there are several methods:

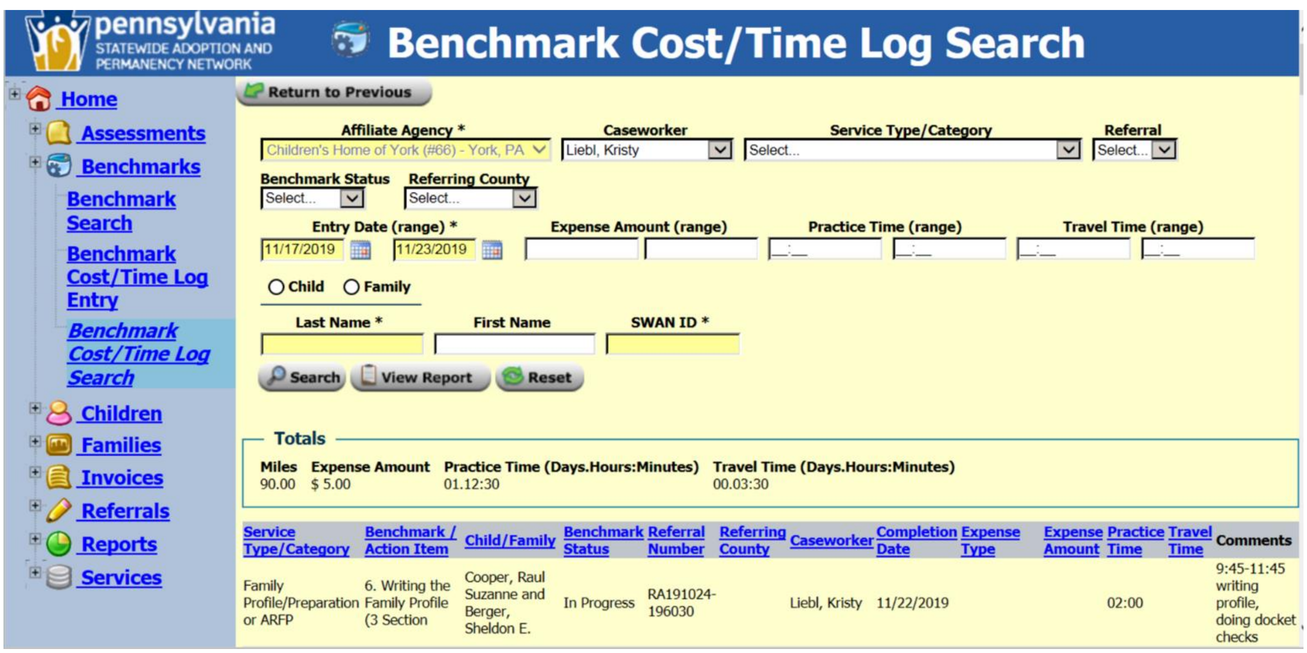
1. Require workers to log all time worked, using the "Other" category as needed, and then check during supervision that all time worked has been entered

OR

2. Require workers to enter only SWAN-related time and check that workers have logged at least the standard productivity percentage of time.

Note: If caseworkers are not logging all their time worked, there may be time spent on units that is missed, even if they are meeting the standard productivity rate. Requiring workers to enter comments will help you identify any issues.

Even if you require workers to log all the time they have worked, you will probably want to check their percentage of time spent specifically on SWAN Units of Service. SWAN is using a **standard rate** to calculate appropriate rates for services for caseworkers or employees completing the SWAN services. (Supervisors productivity rate would be around 50% due to other administrative responsibilities). For agencies that only require staff to enter time associated with SWAN Units of Service, supervisors can check to see if staff are logging 76% of their work time to SWAN Units of Service using the *Benchmark Cost/Time Log Search*.



- For staff working a full-time 40-hour work week on SWAN services, 30.4 hours should be logged per week and attributed to SWAN Units of Service or 121.6 hours in a 4-week period.

- For staff working a full-time 37.5-hour work week on SWAN services, 28.5 hours should be logged per week and attributed to SWAN Units of Service or 114 hours in a 4-week period.
- For staff working a part-time 20-hour work week on SWAN services, 15.2 hours should be logged per week and attributed to SWAN Units of Service or 60.8 hours in a 4-week period.

To check how much time a worker has entered:

1. Under Benchmarks, click on *Benchmark Cost/Time Log Entry*
   - This will show you time for the current month that has been logged, as well as total practice and travel time for the current week and the current month.
   - Use the **Caseworker** dropdown menu to select a particular caseworker.
     - ∗ Remember: A month runs from the first of the month to the fifth of the following month.

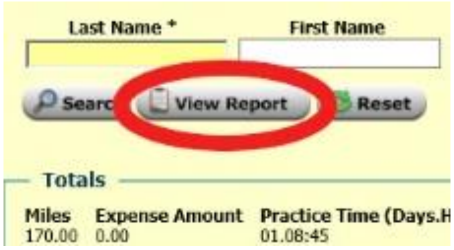
2. Under Benchmarks, click on *Benchmark Cost/Time Log Search*
   - You can select any criteria that you want, including a particular caseworker, particular kinds of units, a specific date range, etc.
   - To check for completion of cost and time tracking, select the **Caseworker** and the **Entry Date (range)** you would like. Then click **Search**.
   - The report calculates hours by days/hours/minutes so you will need to add up the hours for the total number of days identified.
   - Don't forget to include both practice and travel time!
   - Regularly review the time recorded for each staff member as they can only edit their time for one month before it becomes the supervisor's responsibility to enter cost and time data.

To calculate the percentage of time spent on SWAN Units of Service:

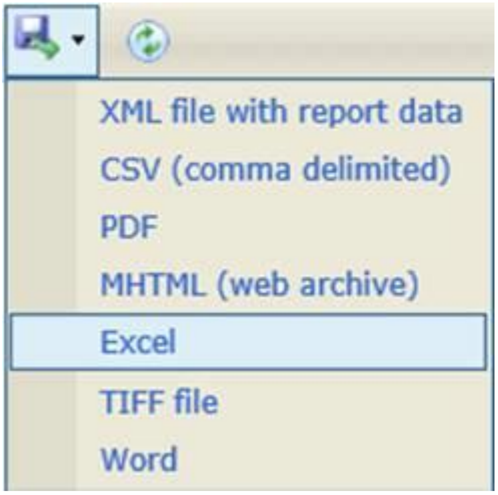
Use the *Benchmark Cost/Time Log Search* to select the **Caseworker** and the **Entry Date (range)**, and then click **Search**.

If you are not requiring caseworkers to log any time using the "Other" category, skip this step. If you are requiring caseworkers to log all their time worked, even time not attributed to direct work on SWAN Units of Service, see below.

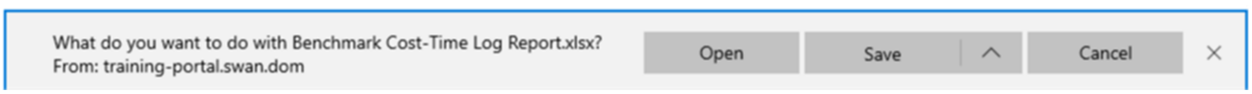
1. Click **View Report**.



2. Click the **Export** button and select the appropriate format.



3. **Open** or **Save** as needed.



4. Click **Enable Editing** in the yellow bar at the top, if it appears.

5. Click on the column to the right of **Travel Time**.
   There is no heading, and it will probably be column O. Click the letter to highlight the entire column. Right-click on the letter of that column and select **Delete**. Be careful not to click elsewhere in the column, as it will also select a cell from the column on the left.

6. Scroll to the last row, which will be the row after your final row of data. The totals from the SWAN Portal will be there. Delete these since they do not recalculate. Select the row, right-click, and select **Delete**.

7. Select rows starting at row 4 by clicking, holding it, and dragging downwards to your last row of data. Then look for the option **Data** in the top header. Click it, and select **Sort**. A new window will open. You can then sort by any of the columns, but in this case, we want to sort by **Service Type/Category**, which should be column B.

   You can then remove any rows that state **Other** for **Service Type/Category**, which should be column B. Select these rows, right-click, and select **Delete**. (Unless you remove the rows listed as **Other**, your total will still include that time and right now, you are trying to find out how much time your worker spent on their units.)

   - You may want to copy these rows into a new Excel sheet for reference later if you want to work with the caseworker to ensure this category is not used for SWAN Units of Service work (see the Tips for Supervisors section for more information).

- The Placement and Post-permanency Units of Service are listed below **Other**, and you will want to make sure time logged for these units is included in your totals.

  Note: The last row of your table lists the totals that were in your original SWAN search and <u>does not recalculate</u> if you remove any rows.

Calculate the total time that the caseworker has spent on SWAN Units of Service by removing the totals provided by SWAN in the last row and typing in the following formulas:

1. At the bottom of **Practice Time (Decimal)**, which should be column K, type the following formula starting with the equal sign: =SUM(K4:K#)

   The # equals the last line of data you have. If your **Practice Time (Decimal)** column is not column K, substitute the letter in the formula. This will give you your total practice time.

2. At the bottom of column **Travel Time (Decimal)**, which should be column M, type the following formula starting with the equal sign: =SUM(M4:M#)

   The # equals the last line of data you have. If your **Travel Time (Decimal)** column is not column M, substitute the letter in the formula. This is your total travel time.

3. Add these two numbers together to get the total time spent on SWAN work.

   Alternatively, you can use one formula: =SUM(K4:K#, M4:M#)

To calculate the percentage of time your worker has spent on SWAN Units of Service, you divide the total time your worker spent on SWAN work by the total time they worked for that date range. Then multiply this number by 100 to calculate the percentage. You want this percentage to be at or over 76%.

For example, if a staff member works a full-time 40-hour work week and has logged and attributed 31.5 hours to SWAN Units of Service, your formula would look as follows: (31.5/40)*100 = 78.75%

- For staff working a full-time 40-hour work week on SWAN services, 30.4 hours should be logged per week and attributed to SWAN Units of Service, or 121.6 hours in a 4-week period.
- For staff working a full-time 37.5-hour work week on SWAN services, 28.5 hours should be logged per week and attributed to SWAN Units of Service, or 114 hours in a 4-week period.
- For staff working a part-time 20-hour work week on SWAN services, 15.2 hours should be logged per week and attributed to SWAN Units of Service, or 60.8 hours in a 4 week-period.

Note: You will want to use the number of hours you paid them for and not the total number of hours they logged, even if you are requiring them to log all their time, as they may have missed time on their log.

Be aware of the following:

- Events that may impact time reporting, such as PTO, holidays or lengthy trainings, may influence smaller reporting periods (such as if you only pull a report for one week).
- The 76% productivity rate accounts for an entire year's worth of time spent directly on SWAN Units of Service, while the remainder accounts for non-SWAN related time such as training, holidays, PTO, meetings, etc. For a normal work week without these items, the percentage of time logged and attributed to SWAN Units of Service should be higher than 76%.
- The report calculates hours by days/hours/minutes so you will need to add up the hours for the total number of days identified.
- Don't forget to include both practice and travel time!
- Regularly review the time recorded. Staff can only edit their time for one month before it becomes the supervisor's responsibility.

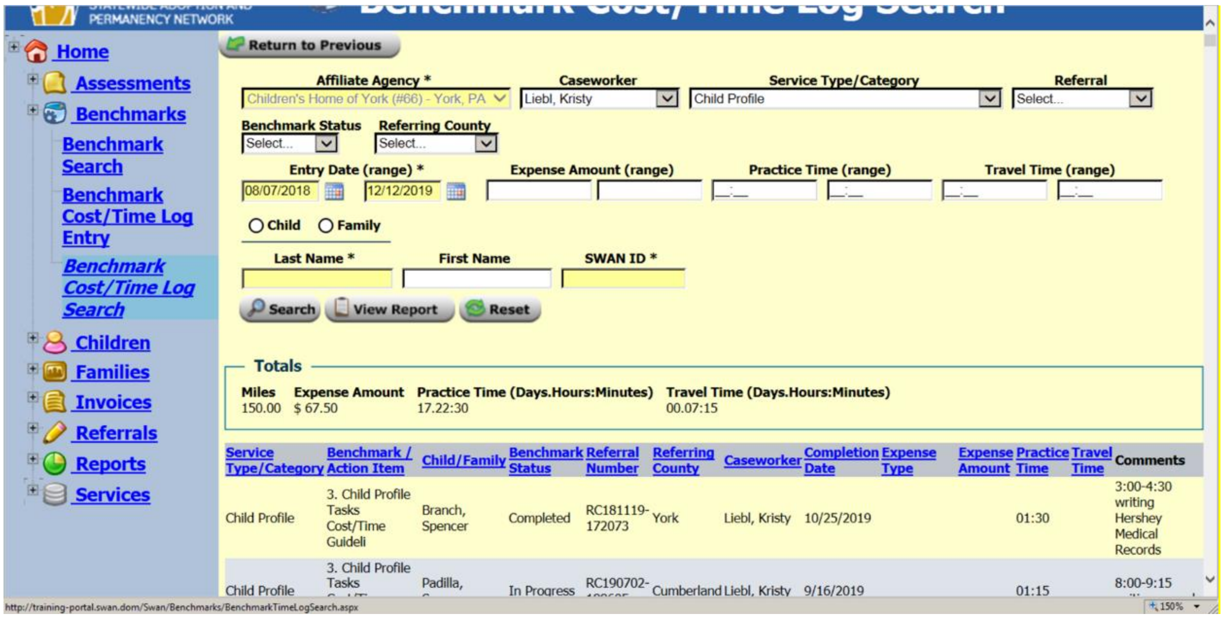
What does it mean if a worker's percentage is lower than 76%?

- This could mean that a worker has not logged their time accurately. They may be missing costs and time, and you will need to work with them to identify and log the time. They may be attributing their time to the wrong category. Check the comments of what they have logged in the **Other**.
- The worker may have been attending trainings or taking time off. You can use a larger date range to help account for this.
- This worker's productivity is lower than the average being used by SWAN and you may need to work with them on ways to improve.

2. Run a report on specific workers' time spent completing a type of unit

1. Under Benchmarks, click on *Benchmark Cost/Time Log Search*

2. Select the **Caseworker**, **Service Type/Category**, the **Benchmark Status** of "Completed," and the **Entry Date (range)**

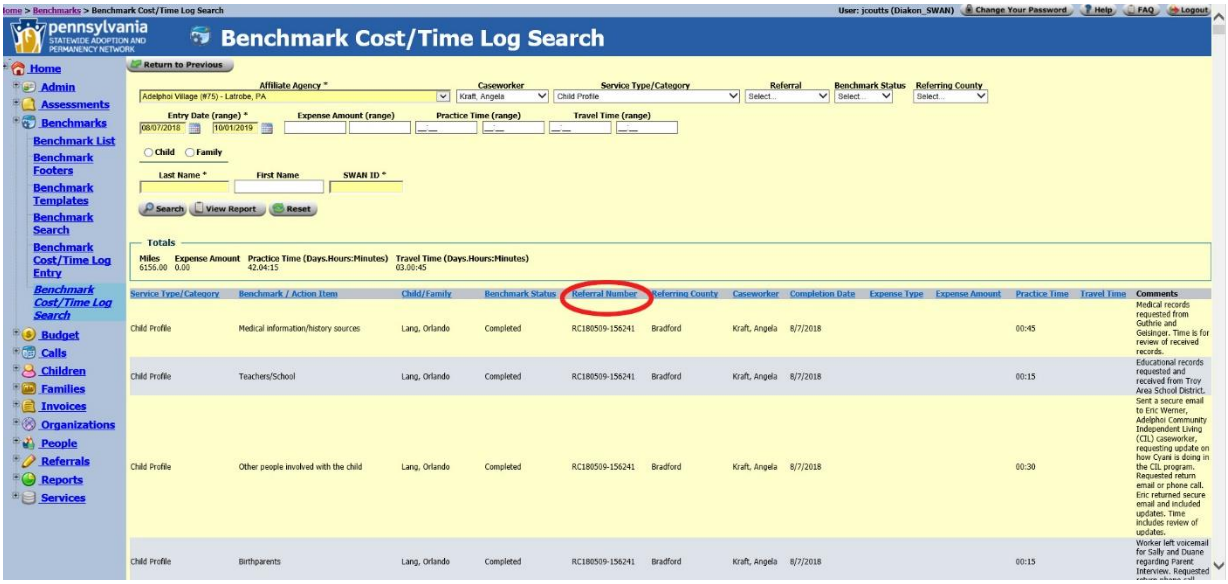


- To look at the entire range, search from when your agency began using the new cost and time utility. (It became available 8/7/18 and was required to be used beginning 2/1/19.)
- Be aware that if you select a date range past a worker's date of hire, you may need to make sure you have the total time for those units as they could have been started before the beginning date you selected in your range.

3. Select either **Child** or **Family**.

4. Then click **Search**.
   - The report calculates hours by days/hours/minutes, so you will need to add up the hours for the total number of days identified. Don't forget to include both practice and travel time!

5. Click on the column heading **Referral Number** to sort the list.



- If you are using a timeframe where there is the possibility of multiple units for the same child, check to make sure that your referral number has not changed and if it does, count the units separately.

6. Count the number of units they have completed.
   - Only count units they were assigned, as they may have some time from when they helped another worker with one of their units.
   - You may want to not count units that were transferred to them from another worker as their time for that unit may be less if another worker completed a part of the unit.
   - Be aware that if you select a date range past the worker's date of hire you may need to make sure you have the total time for those units, as they could have been started before the beginning date you selected in your range. In that case, you can search for the unit's individual benchmarks to see when it was started.

7. Subtract any time for units you are not going to count.
   Divide the total time (practice and travel time added together) by the number of units to obtain this worker's average time spent on this kind of unit.

If you prefer to manipulate data in Excel, you can also export the data to there via **View Report**. If you want to view all completed units at the same time, simply do not select a type of unit. Then, after exporting the document, you can delete column O and then select **Data** and **Sort** to sort by type of unit and then by referral number.

3. Reports on time spent completing units for specific counties

You can also use data in the SWAN Portal to compare the time it takes to complete certain types of units for certain counties.

1. Under Benchmarks, click on *Benchmark Cost/Time Log Search*.

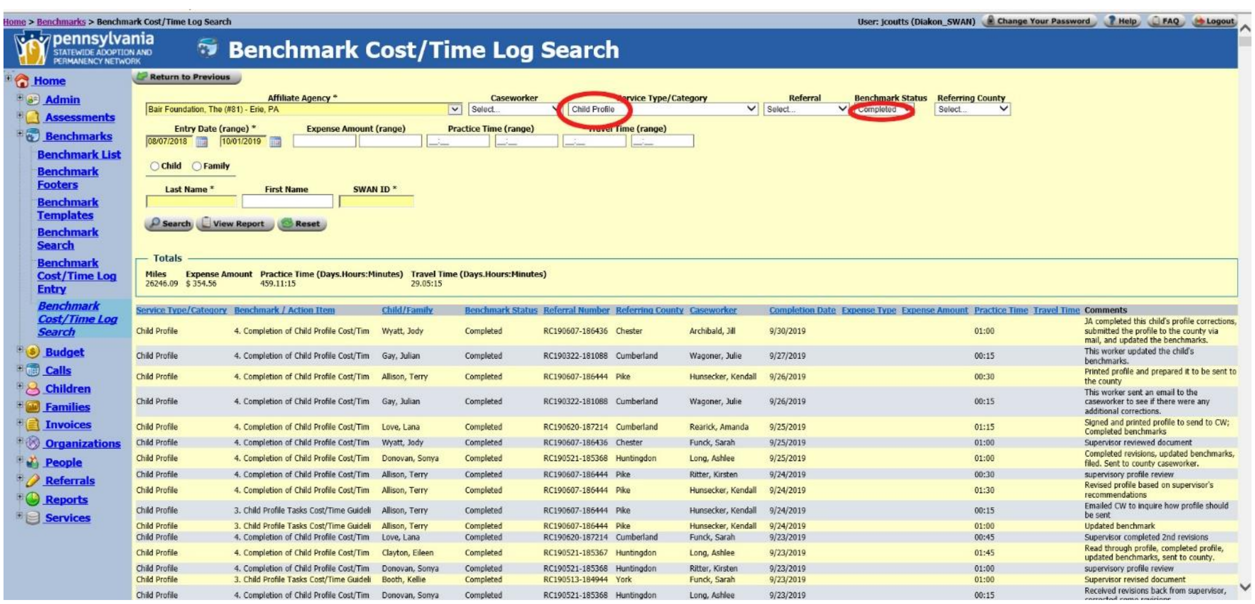
2. Do not select a worker from the drop-down menu.

3. Select the **Service Type/Category** and the **Benchmark Status** "Completed."

4. Select the **Referring County** you would like to look at and the cost/time **Entry Date (range)**.
   - The date range searches specific cost/time entries, not dates of units. You can only use a date past when the cost/time utility began.
   - To look at the entire range, search from when your agency began using the new cost and time utility. (It became available 8/7/18 and was required to be used beginning 2/1/19.)
   - Be aware that you may need to make sure you have the total time for those units, as they could have been started before the beginning date you selected in your range.

5. Select either **Child** or **Family.**

6. Then click **Search.**



- The report calculates hours by days/hours/minutes so you will need to add up the hours for the total number of days identified.
- Don't forget to include both practice and travel time!

The next steps may be easier to complete in Excel (but they do not have to be). If you would like to use Excel, follow these steps. Otherwise, skip to the next section.

I. Click **View Report**. Another window will open. Click the save icon and then select **Excel**. This will download an Excel file that you can open with the Excel program.
II. Click **Enable Editing** in the yellow bar at the top if it appears.
III. Click on the column to the right of **Travel Time**. There is no heading and it will probably be column O. Clicking on the letter will highlight the entire column. Right-click on the letter of that column and select **Delete**. Be careful not to click elsewhere in the column, as it will also select a cell from the column on the left.
IV. Select rows starting at row 4 by clicking, holding it, and dragging downwards to your last row of data. Then, look for the option **Data** in the top header. Click it and select **Sort**. A new window will open. You can then sort by any of the columns, but in this case, we want to sort **by Referral Number**.

7. Click on the column heading **Referral Number** to sort the list.
   - If you are using a timeframe where there is the possibility of multiple units for the same child, check to make sure that your referral number has not changed and, if it has, count the units separately.

8. Count the number of units that have been completed.
   - The date range searches specific cost/time entries, not dates of units. You will need to make sure you have the total time for those units, as they could have been started before the beginning date you selected in your range. You may not want to count any units that were started before your date range (subtracting the time for them from the total time), or count them but add in the time from before the date range to the total time you will be using.
   - You may have had workers not enter their time during this timeframe. If you have units that look like they do not have the appropriate time entered, you can them out and subtract any time that was entered from your total time.
   - You can search for a list of units referred during the timeframe you are using and cross-reference them.

     I. Click **Services** and then **Service Search**.
     II. Select the timeframe in "**Assignment Date**", the type of unit, and then **Invoiced**.
     III. Click **Search,** and then sort them by county agency.
     IV. Export the list by clicking **View Report**, so that you can view it while searching the Benchmark Cost/Time Log.

9. Divide the total time (practice and travel time added together) by the number of units you are counting to obtain the average time to complete that type of unit for that particular county.

10. Repeat for each county you want to compare.
    - If doing this in Excel, you can search all counties at once and then create formulas to compare each county either at the bottom of your document or on another sheet in the same document.

4. Other ways to use productivity rate reports

This is great, but how can I use these productivity rate reports?

- *SWAN Cost Analysis Survey* – Affiliate agencies selected to participate in the yearly SWAN Cost Analysis Survey must report on their actual productivity rates. If selected, you can use the process above to calculate a productivity rate for each worker for an entire year. Then, you can report the average in the survey.
- You can use the process above to calculate your agency's productivity rate.
- You can use the process above to calculate differences in time spent on SWAN Units of Service based on years of experience of workers. For example, you can calculate how much time a new worker spends on SWAN Units of Service their first year compared to more experienced workers since new workers have an onboarding and training process.
- You can identify workers who may need extra support.
- You can use this information in your yearly evaluations of workers.
- If you have workers who complete multiple types of units, you can use the same process described above to find out how much time they spend on certain types of units compared to others. After sorting the Excel document, you can add total times for various types of units and compare them to each other or to the worker's total time logged or worked. This can also help your agency identify caseload distribution across various units.
- You can compare percentages for various quarters to see the impact of holidays or summer vacations.

5. Common problems

"I'm trying to pull a report using the instructions you provided, but I'm getting a message that 'To do this, all the merged cells must be the same size.' How do I get around this?"

You have likely skipped this step: Click on the column to the right of **Travel Time**. There is no heading and it will probably be column O. Clicking on the letter will highlight the entire column. Right-click on the letter of that column and select **Delete**. Be careful not to click elsewhere in the column, as it will also select a cell from the column on the left.

"I entered the formulas you provided and entered the number of the line in for the # symbol but I am getting a result of 0."

There are several possible reasons, but most likely is that you missed this notation:
Be sure that you are using the **Travel Time (Decimal)** column and not the **Travel Time** column. The one with the Decimal will have the time shown as such: 0.25, 0.5, 0.75, etc. The other column will show the time as 00:15, 00:30, 00:45, etc. Excel does not know how to interpret 00:15 formatting, so make sure you are using the column with decimals.

At the bottom of column **Travel Time (Decimal)**, which should be column M, type =SUM(M4:M#), where # equals the last line of data you have. If your **Travel Time (Decimal)** column is not column M, substitute the letter in the formula. This is your total travel time.

Part III: The SWAN Cost and Time Quarterly Report

1. Explanation and Importance

Every SWAN affiliate agency receives this report on a quarterly schedule reflective of the calendar year:

January-March, April-June, July-September, October-December

This is a comprehensive report comprised of all data collected from the submitted completed benchmarks from that agency, except for Post-permanency services.

The data in this report is combined with all other data from all the other SWAN agencies during the calendar year to determine rates for SWAN services for the following fiscal year. For example, data collected in the year 2018 (January-December) determined rates for the Fiscal Year 2020 (July 2019-June 2020).

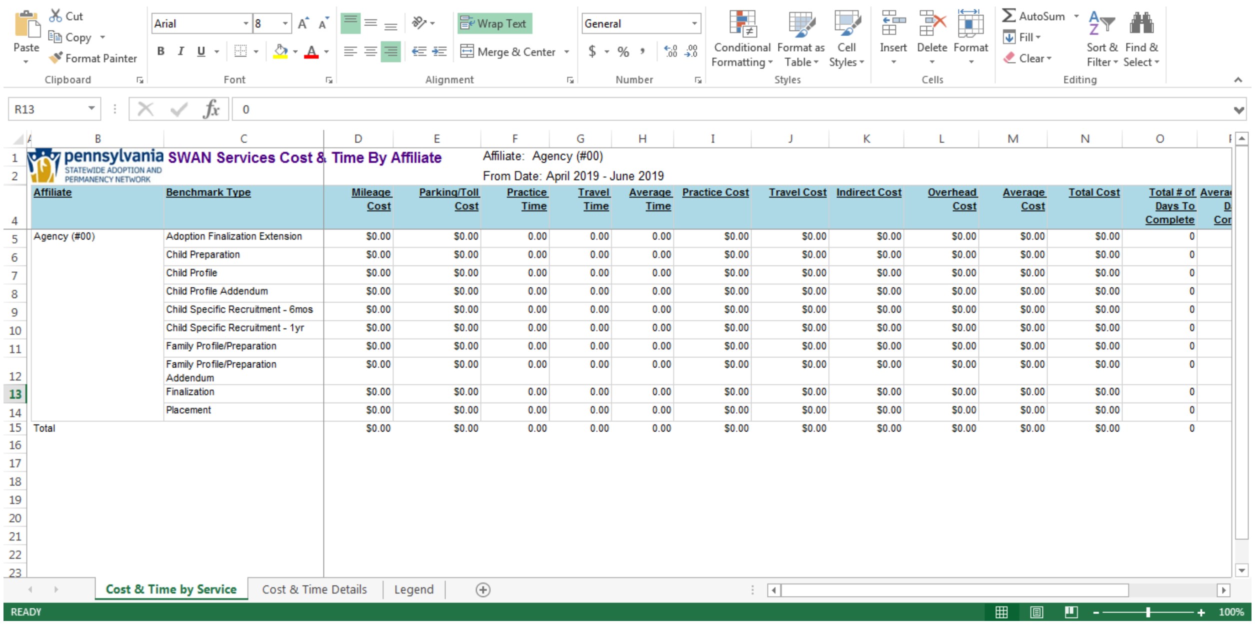
It is important to understand the report and use it as a supervision tool to ensure the accuracy of the data your agency is reporting to the state.

2. Personnel involved in this review

Program personnel must be versed in this report as the data is connected to practice completed by staff administering SWAN services. This could include program directors, supervisors and caseworkers; the logistics of which personnel depends on the size and makeup of an agency. However, more leadership and Board of Directors involvement will increase their understanding of the rate-setting for SWAN services.

Fiscal personnel can help clarify formulas and how to improve the numbers. The fiscal departments of 11 agencies provide in-depth information on historical data and prospective budgets. This information was used to generate the caseworker rate, indirect rate and the overhead rate used as multipliers in the formulas.

3. Review



pennsylvania SWAN Services Cost & Time By Affiliate

Affiliate: Agency (#00)

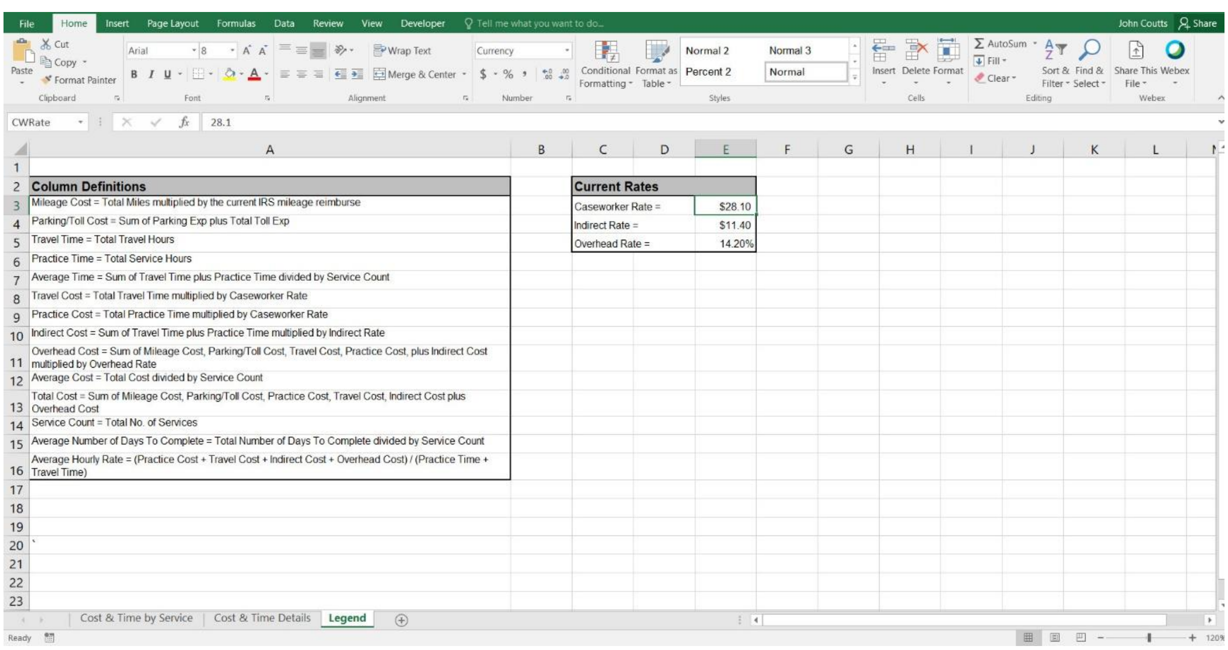
From Date: April 2019 - June 2019

Affiliate	Benchmark Type	Mileage Cost	Parking/Toll Cost	Practice Time	Travel Time	Average Time	Practice Cost	Travel Cost	Indirect Cost	Overhead Cost	Average Cost	Total Cost	Total # of Days To Complete
Agency (#00)	Adoption Finalization Extension	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Preparation	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Profile	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Profile Addendum	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Specific Recruitment - 6mos	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Specific Recruitment - 1yr	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Family Profile/Preparation	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Family Profile/Preparation Addendum	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Finalization	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Placement	$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
Total		$0.00	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0

Cost & Time by Service | Cost & Time Details | Legend

The report has three worksheets marked by three tabs at the bottom: **Legend, Cost & Time by Service** and **Cost & Time Details.**

- **Legend**: Explanation of the columns and how the numbers are derived. The rates are also listed. It is important to start here and understand all the data.

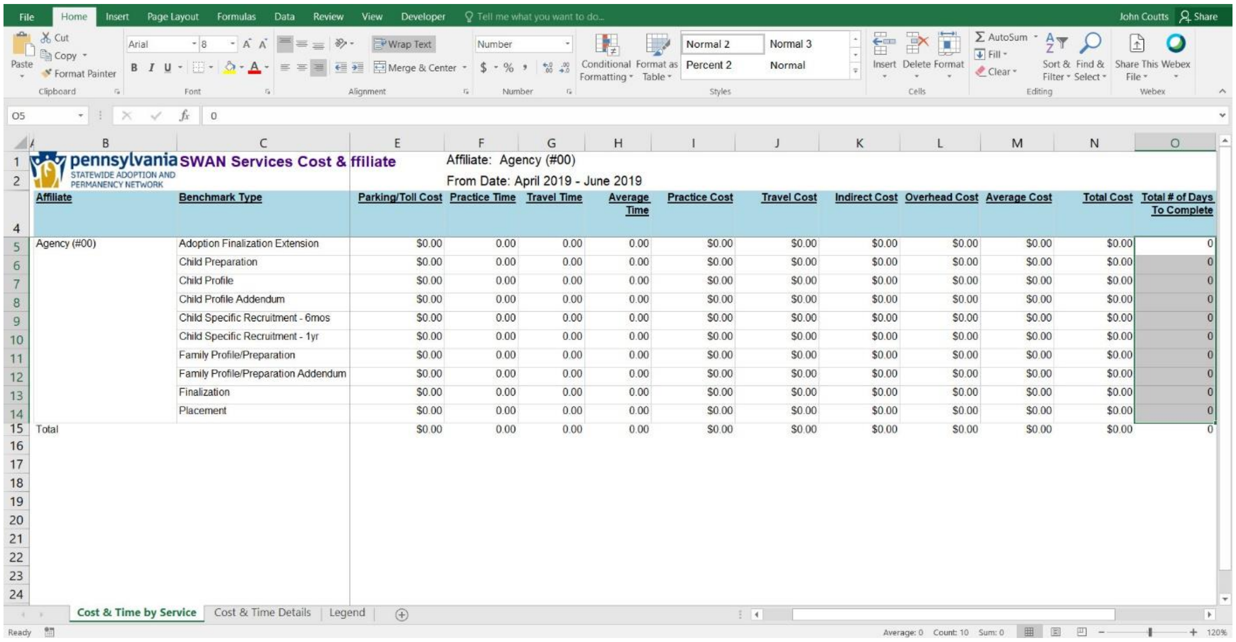


Column Definitions
Mileage Cost = Total Miles multiplied by the current IRS mileage reimburse
Parking/Toll Cost = Sum of Parking Exp plus Total Toll Exp
Travel Time = Total Travel Hours
Practice Time = Total Service Hours
Average Time = Sum of Travel Time plus Practice Time divided by Service Count
Travel Cost = Total Travel Time multiplied by Caseworker Rate
Practice Cost = Total Practice Time multiplied by Caseworker Rate
Indirect Cost = Sum of Travel Time plus Practice Time multiplied by Indirect Rate
Overhead Cost = Sum of Mileage Cost, Parking/Toll Cost, Travel Cost, Practice Cost, plus Indirect Cost multiplied by Overhead Rate
Average Cost = Total Cost divided by Service Count
Total Cost = Sum of Mileage Cost, Parking/Toll Cost, Practice Cost, Travel Cost, Indirect Cost plus Overhead Cost
Service Count = Total No. of Services
Average Number of Days To Complete = Total Number of Days To Complete divided by Service Count
Average Hourly Rate = (Practice Cost + Travel Cost + Indirect Cost + Overhead Cost) / (Practice Time + Travel Time)

Current Rates	
Caseworker Rate =	$28.10
Indirect Rate =	$11.40
Overhead Rate =	14.20%

Cost & Time by Service | Cost & Time Details | Legend

- **Cost & Time by Service**: This tab gives an overview of all the data for the agency for the previous quarter.
    I. The columns are total data from all services completed that quarter.
    II. Use the **<u>Average Cost</u>** column to see if the cost matches the current payment for that service.



SWAN Services Cost & ffiliate

Affiliate: Agency (#00)

From Date: April 2019 - June 2019

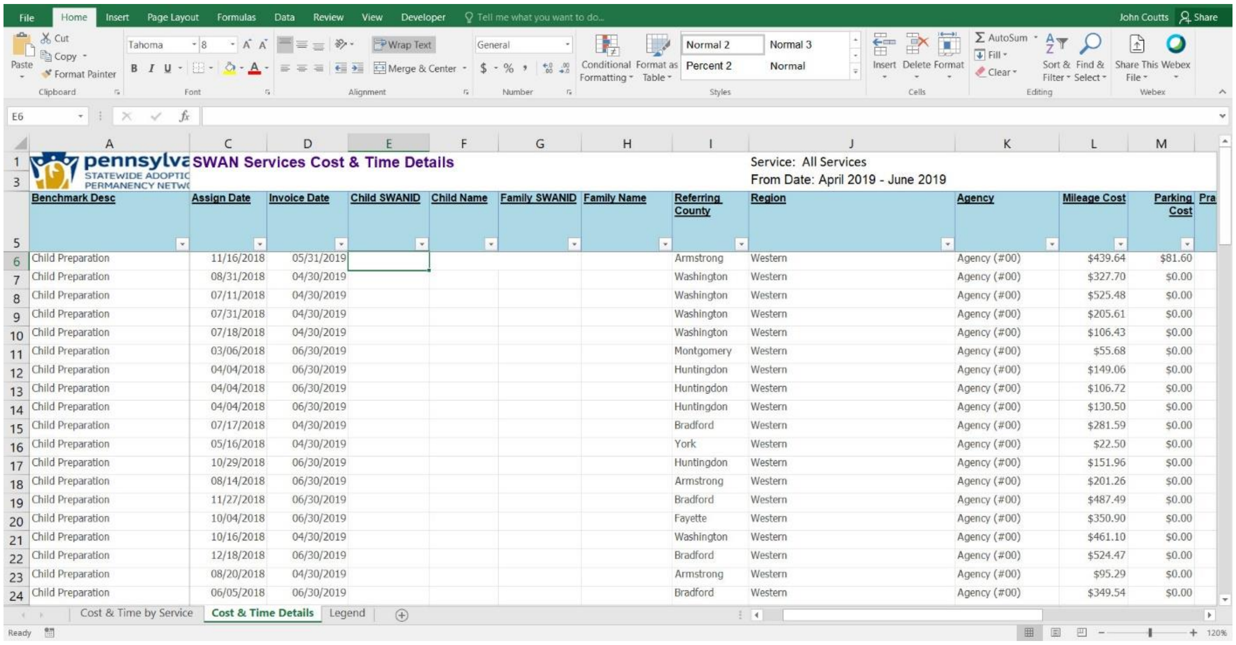
Affiliate	Benchmark Type	Parking/Toll Cost	Practice Time	Travel Time	Average Time	Practice Cost	Travel Cost	Indirect Cost	Overhead Cost	Average Cost	Total Cost	Total # of Days To Complete
Agency (#00)	Adoption Finalization Extension	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Preparation	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Profile	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Profile Addendum	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Specific Recruitment - 6mos	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Child Specific Recruitment - 1yr	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Family Profile/Preparation	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Family Profile/Preparation Addendum	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Finalization	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
	Placement	$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0
Total		$0.00	0.00	0.00	0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0

Cost & Time by Service | Cost & Time Details | Legend

- **Cost & Time by Details**: This tab will provide the details of each service on its costs.
    I. Look to see if any services are lower than the rest, and determine why it is lower.

    Was the service part of a sibling group that would have lower numbers that had to be split between the siblings? Was the service not completed due to location change and an override was requested? Are there any services higher than normal? Was the service involving more travel or more work than normal on the service?

    II. After looking at the outliers, determine if any benchmarks need to be reopened to adjust time. This would usually apply to the services with lower hours. The goal is to make sure each benchmark's hours are as accurate as possible.
    Note: The names of the services are listed, so services completed by a caseworker can be filtered and grouped. This lets you examine patterns in a worker's data.


SWAN Services Cost & Time Details

Service: All Services

From Date: April 2019 - June 2019

Benchmark Desc	Assign Date	Invoice Date	Child SWANID	Child Name	Family SWANID	Family Name	Referring County	Region	Agency	Mileage Cost	Parking Cost	Pra
Child Preparation	11/16/2018	05/31/2019					Armstrong	Western	Agency (#00)	$439.64	$81.60	
Child Preparation	08/31/2018	04/30/2019					Washington	Western	Agency (#00)	$327.70	$0.00	
Child Preparation	07/11/2018	04/30/2019					Washington	Western	Agency (#00)	$525.48	$0.00	
Child Preparation	07/31/2018	04/30/2019					Washington	Western	Agency (#00)	$205.61	$0.00	
Child Preparation	07/18/2018	04/30/2019					Washington	Western	Agency (#00)	$106.43	$0.00	
Child Preparation	03/06/2018	06/30/2019					Montgomery	Western	Agency (#00)	$55.68	$0.00	
Child Preparation	04/04/2018	06/30/2019					Huntingdon	Western	Agency (#00)	$149.06	$0.00	
Child Preparation	04/04/2018	06/30/2019					Huntingdon	Western	Agency (#00)	$106.72	$0.00	
Child Preparation	04/04/2018	06/30/2019					Huntingdon	Western	Agency (#00)	$130.50	$0.00	
Child Preparation	07/17/2018	04/30/2019					Bradford	Western	Agency (#00)	$281.59	$0.00	
Child Preparation	05/16/2018	04/30/2019					York	Western	Agency (#00)	$22.50	$0.00	
Child Preparation	10/29/2018	06/30/2019					Huntingdon	Western	Agency (#00)	$151.96	$0.00	
Child Preparation	08/14/2018	06/30/2019					Armstrong	Western	Agency (#00)	$201.26	$0.00	
Child Preparation	11/27/2018	06/30/2019					Bradford	Western	Agency (#00)	$487.49	$0.00	
Child Preparation	10/04/2018	06/30/2019					Fayette	Western	Agency (#00)	$350.90	$0.00	
Child Preparation	10/16/2018	04/30/2019					Washington	Western	Agency (#00)	$461.10	$0.00	
Child Preparation	12/18/2018	06/30/2019					Bradford	Western	Agency (#00)	$524.47	$0.00	
Child Preparation	08/20/2018	04/30/2019					Armstrong	Western	Agency (#00)	$95.29	$0.00	
Child Preparation	06/05/2018	06/30/2019					Bradford	Western	Agency (#00)	$349.54	$0.00	

4. Share your agency’s results

Administration can use the data to determine budget numbers and caseloads.

Supervisors can use the data to help a caseworker determine any areas that are lacking.

Caseworkers see the results of their data entry. Help them to see the bigger picture for the importance of the data.

5. Reopening benchmarks

If your agency determines from the quarterly cost and time report that some of the benchmarks are inaccurate due to time logging errors, the benchmark should be reopened and corrected. The state needs the most accurate data to determine rates. Contact your agency’s SWAN RTA to have the benchmarks to be reopened. There is a short window of time to have the benchmark reopened, and your agency will need to review the report within a week of its issuance and report any concerns to your RTA.