Revision to "No Rate" Option for ST2, ST3, ST5, ST6, and ST8

Internal Memo to TMACT Evaluators

February 1, 2020

When developing the TMACT, we omitted DACTS' items that addressed features of the team that were not necessarily defining of ACT program fidelity, albeit likely influential on overall program fidelity. These included two DACTS items: Continuity of Staffing (H5) and Staff Capacity (H6). Despite our excluding these two items, we came to incorporate into the protocol rating rules intended to avoid penalizing teams for periodic, unavoidable staff turnover.

Applied solely to the Specialist Team (ST) subscale, if the specialist position (i.e., ST1, ST4, ST7) was newly filled or recently vacated, we included an option to not rate them on the subsequent performance items (i.e., ST2 and ST3; ST5 and ST6; ST8). The following is a rating guideline example from ST1 (p.68, Part II):

"NOTE: If there is no COD specialist on the team, rate this item as a "1," but do not rate ST2 and ST3 if COD specialist vacancy has been less than 6 months. Also, rate COD specialists hired within past two months on this item, which will likely be a low rating as they likely are not yet operating fully within their specialty role, but do not rate on ST2 and ST3. If hired more than two months before review, rate new specialist on ST2 and ST3."

We have observed that the conditions, as listed, are exceedingly forgiving of teams that experience excessive staff turnover, which was not our intention and compromises the scale's validity. As such, we are enacting the following update, which observes the intention of the DACTS while also continuing to observe our aim to not penalize teams for natural, periodic staff turnover:

"NOTE: There is an option to skip the subsequent ratings for the "In Treatment" and "Within Team" performance items if this position is vacant for a short period, or if recently filled with a new employee. To qualify for this option, the following conditions must be met:

- The position of interest has been vacant fewer than 4 months, **or**
- The position of interest has been newly filled for fewer than 2 months, **AND**
- The team has not experienced excessive staff turnover, as indicated by the team rating a 4 or 5 on the DACTS' H5 Staff Turnover Item, which reflects an **annual staff turnover rate of 39% or less.**

To calculate an average annual staff turnover rate:

- Refer to the Team Survey #2. The team reports **the # of staff who have left the team** within the past 2 years (or update if shorter timeframe of team operation).
- Determine the **total # of positions on the team.** Add up the positions listed in the Staffing Table (Item #1), and add in vacant positions. A single part-time position = one positon. Two part-time positions = two positions.
- **Calculate an Annual Staff Turnover Rate** using the below formula (multiply by 100 to get a percentage).

$$\frac{(\text{\# staff who worked on the team in the last 2 years}) - (\text{total \# of positions on team})}{(\text{total \# of positions on team})} \times \frac{(12)}{(24)\ [\text{or \# of months team has been in existence if less than 24 months}]}$$

Team A reports that the COD Specialist position has been vacant for the past 2 months. To **determine the total # of positions on the team**, add up the current # of staff on the team (a part-time position counts as a single position) and add in any vacant positions. For Team A, they had 10 staff listed on Team Survey (#1), where two of the ten staff are part-time. They have one vacant position (COD specialist). Therefore, **Team A has 11 total positions on the team**. Next, **determine the # of staff who worked on the team in the last 2 years**. We know there is currently 10 staff working with the team. Team Survey Item #2 lists the total # of staff who have left the team in the past 2 years, which Team A reported to be 5 staff. Thus, 10 current staff + 5 previous staff = **15 total staff in pasts 2 years**.

$$\frac{(15) - (11) = 4}{(11)} \quad X \quad \frac{(12)}{(24)}$$

0.36 X 0.50 = **An average annual staff turnover rate of 0.18, which is 18%**

The evaluation team, as a result, rated ST1 = 1; ST2 = no rate; and ST3 = no rate.

Team B reports that the COD Specialist position has been vacant for the past 3 months. To **determine the total # of positions on the team**, add up the current # of staff on the team and add in any vacant positions. For Team B, they had 5 staff listed on Team Survey (#1). They have one vacant position (COD specialist). Therefore, **Team B has 6 total positions on the team**. Next, **determine the # of staff who worked on the team in the last 2 years**. We know there is currently 5 staff working with the team. Team Survey Item #2 lists the total # of staff who have left the team in the past 2 years, which Team B reported to be 7 staff. Thus, 5 current staff + 7 previous staff = **12 total staff in pasts 2 years**.

$$\frac{(12) - (6) = 6}{(6)} \quad X \quad \frac{(12)}{(24)}$$

1.00 X 0.50 = **An average annual staff turnover rate of 0.50, which is 50%**

The evaluation team, as a result, rated ST1 = 1; ST2 = 1; and ST3 = 1.

Team C reports that the COD Specialist is new to the team and position for one month. To **determine the total # of positions on the team**, add up the current # of staff on the team and add in any vacant positions. For Team C, they had 11 staff listed on Team Survey (#1) with no positions vacant. Therefore, **Team C has 11 total positions on the team**. Next, **determine the # of staff who worked on the team in the last 2 years**. We know there is currently 11 staff working with the team. Team Survey Item #2 lists the total # of staff who have left the team in the past 2 years, which Team C reported to be 5 staff, but clarified the team has been in operation for 18 months (not at least 2 years). Thus, 11 current staff + 5 previous staff = **16 total staff in pasts 18 months**.

$$\frac{(16) - (11) = 5}{(11)} \quad X \quad \frac{(12)}{(18)}$$

0.45 X 0.67 = **An average annual staff turnover rate of 0.30, which is 30%**

The evaluation team, as a result, rated ST1 = 2; ST2 = no rate; and ST3 = no rate.

Tips and Reminders

- Count the program assistant if that is clearly a position they counted when documenting staff who turned over. Do not count any other listed positions that ultimately are excluded from being a part of the team.
- If a team expanded within the past 2 years (e.g., from a small team (6 positions) to a mid-size team (9 positions), use the number of positions associated with the larger of the two teams. The reason is that the resulting formula and calculation will be more forgiving to the team and less prone to calculation errors if we were to attempt prorating for this change.
- Gather additional information if there are clear discrepancies in what has been reported, especially the number of staff who have left the team in the past 2 years. Refer to the start dates for current staff (Team Survey #1), and position vacancies (Team Survey #3). Ask interviewed staff additional questions about who has left the team in the past two years.
- Don't forget to adjust the timeframe in the equation if the team has operated for fewer than 2 years (24 months). Team Survey Item #2 instructions direct the team to clarify if operating for a shorter period than 24 months.
- The skip option is available to new staff (i.e., in position for fewer than 2 months) because we assume that they will need time to first acclimate to the team and agency processes, thereby hindering their performance in their specialist role. Team members who shift into the position from another team position may <u>not</u> qualify for this skip.