November 2019
The Vision
News and updates from and about the Kentucky Department for Community Based Services
Eric T. Clark, Commissioner

November is Adoption Awareness Month

November is Adoption Awareness Month. DCBS and its partners are coordinating several projects to encourage more families to explore adoption. Here are a few projects.

- Adoption Support of Kentucky (ASK), the University of Kentucky College of Social Work and DCBS have launched a campaign to ask people to wear white ribbons - the symbol of Adoption Awareness Month. ASK has sent postcards and white ribbon pins to hundreds of advocates asking them to share white ribbon selfies on social media with the hashtag #AdoptKY. Please tag @KyDCBS and @ukcosw on Twitter!

- State employees have an increased benefit to help them cover the expenses of adoption. Gov. Matt Bevin has signed an executive order enhancing the state’s Adoption Benefit Program. The change increases the amounts to $5,000, or $7,000 for children with special needs, in the form of a reimbursement, a stipend, or combination thereof to help cover adoption expenses as well as offset future medical or educational expenses. The order is applicable to adoptions finalized on or after October 22, 2019. Stipends can be used to fund either KY Stable Accounts through the Kentucky State Treasury or Kentucky Educational Savings Plan Trust Accounts through the Kentucky Higher Education Assistance Authority. Contact your human resource administrator to find out if you are covered. If you are interested in this benefit, check this link for the application: https://personnel.ky.gov/_layouts/15/AdoptionBenefitsSubmission/ABP_Submission.aspx.

- DCBS has partnered with Kentucky Kids Belong and America’s Kids Belong to produce 12 beautiful videos featuring children available for adoption through KAPE. We’ll share links on our social media this month. Learn more on page 7.

Protection and Permanency: Adult Services

- The Adult Protection Branch and the Training Branch partnered to present a refresher training to Northern Bluegrass Service Region Adult Protective Services (APS) and regional staffs on standards of practice (SOP), case consultations, and utilization reviews on October 3.

- Adult Protection Branch staff of the Division of Protection and Permanency (DPP) attended the National Guardianship Association Conference held in Lexington, Kentucky on October 13 and 14. Branch staff were invited to set up an APS exhibitor booth passing out public awareness information to conference attendees.

- Adult Protection Branch staff attended the Veterans Mental Health Council meeting located in Lexington on October 16.

- APS Branch Manager presented on KRS Chapter 209 at the 16th Annual Mental Health and Aging Educational Conference in Bowling Green, Kentucky on October 23.
Protection and Permanency: Adult Services

- DCBS and the Department for Medicaid Services (DMS) staffs continue to collaborate to develop a Memorandum of Understanding to ensure better coordination and communication for 1915C waiver participants.
- DCBS staff provided training to law enforcement officers at the Elder Abuse Investigative Training through the Department of Justice Criminal Training on October 23.
- Adult and Child Protection Branches’ staffs partnered with the Central Intake Branch manager to conduct a refresher training with Northern Bluegrass Centralized Intake staff on October 30.
- Adult Protection staff attended the Health Care Fraud Conference located in Frankfort on October 30.
- Adult Protection Branch staff met with Quality Improvement branch staff to begin conducting random APS intake reviews.

Child Care

- The Administration for Children and Families (ACF) will conduct a federal monitoring visit to review Kentucky’s compliance with the Child Care and Development Fund Block Grant (CCDF) November 5-7. The Division of Child Care (DCC) will have its third pre-visit call on October 28.
- The Expanding High-Quality Family Child Care initiative is moving forward with great stride! The pilot project teams are hard at work, recruiting family childcare providers and working with community members to increase the awareness about the importance and need for quality early education.
  - In September, Program Coordinator Jessica Cain presented at the National Collaborative for Infants and Toddlers, explaining the importance of the project in the state and the active collaboration between community members to fulfill the initiative’s objectives.
  - The Louisville Pilot Project held their first community of practice with family child care providers. The project was discussed, and available resources were shared about how to help grow and succeed as a professional early childhood educator. They will hold monthly communities of practice to help providers receive professional development and other resources to increase the quality of family child care in Louisville.
  - All project teams have been working diligently on branding and messaging. The next steps are to provide resources to the local communities on the importance of early education and quality family child care through social media and community events.
- As of October 24, 2019, 51,657 child care staff member background checks have been initiated, with 43,510 background checks being completed through the National Background Check Program.
- The Division of Child Care (DCC) presented at the Bluegrass Director’s Luncheon hosted by the Child Care Council on October 17. Child care directors from the Lexington area were there for a Child Care Assistance Program (CCAP) Recap and a Q & A presented by Karen Sipes and Mary Busbee from DCC.
Child Care

- DCC presented at the 14th Annual First 5 Lexington and Fayette County Public Schools Early Childhood Summit on October 19. This huge event focused on many aspects of early child care and related topics for directors and staff. Child care directors were encouraged to attend DCC’s, “What’s new with CCAP.” Attendees received an overview of the recent CCAP expansions and upcoming changes to the systematic side of the program that will directly benefit them. Two sessions were held and were very informative allowing directors the opportunity to ask questions and get face-to-face answers.

- DCC participated in the DCBS Policy Panel in Richmond on October 23. The DCC portion of the Policy Panel focused on changes to the CCAP program since the last panel and upcoming changes that are rolling out through the end of 2019. Public Assistance Program Specialists were able to ask policy and system questions and receive immediate answers from DCC staff.

- Child Care Aware quality staff attended a three-day professional development series with Teaching Strategies, LLC. They received an in-depth review of The Creative Curriculum for Preschool; the assessment process, including the online GOLD assessment; the objectives for development and learning; and writing observation notes. The final day was spent on Coaching to Fidelity. Quality staff were equipped with multiple coaching strategies and ideas for helping child care providers implement curriculum and assessment in their programs in effort to increase their Kentucky All STARS points potential.

- The Early Childhood Education Training Record Information System (ECE-TRIS) team continues to explore and develop changes to improve the accuracy of training content in the system and efficiencies for processing credentials, conducting licensing reviews, and completing KY All STARS audits. According to state fiscal year, first quarter reporting, there were 15,462 training sessions in which 55,169 (duplicated) participants received 139,652.50 early childhood education clock hours. The participants were comprised of 12,015 (unduplicated) early care and education professionals.

- In November, the Kentucky All STARS Program is also planning to send several staff to the National Associations for the Education of Young Children (NAEYC) Conference in order to further understanding of the latest trends, solutions, and research in early learning.

- DCC continues to dedicate staffing resources to the Preschool Development Grant activities as administered by the Governor’s Office of Early Childhood.

- Amendments were made to 922 KAR 2:090 and 2:100 (licensure and certification requirements for child care facilities and homes) to include requirements on contract substitute child care center employees. These amendments also include a timeframe that is consistent for all employees to complete annual training beyond their first year. These amendments are scheduled to be filed in early November.

Protection and Permanency: Child Welfare

- The Child Welfare Transformation (CWT) Phase 2 continues with transition into a teaming structure. The transition from the current project management structure to a teaming structure continues to be under way to further the efforts of becoming a data-informed, outcome driven, and solution focused agency. The CWT teams are transitioning into their new role of becoming QA teams and have begun the preliminary work of evaluating the progress of the strategies implemented during Phase 1 of CWT by early review of data and potential trends to inform the teams of whether modifications may be necessary.
Protection and Permanency: Child Welfare

- Three of the six teams met in October:
  - Workforce Supports-
    October 1, 2019, the team heard a presentation by Dr. Jay Miller of the University of Kentucky College of Social Work regarding self-care and provided results to the group from his research. As the agency moves forward with the implementation of the Culture of Safety, the team members are committed to ensuring that staff have the needed supports in place. Data the team will be reviewing includes staffing turnover, caseloads, satisfaction survey results as those are available, and the efforts of regional retention committees.
  - Fiscal Modernization-
    October 23, 2019, the team reviewed the previous scope to determine the work plan and focus moving forward. Much emphasis will be on increasing the prevention service array and workforce stabilization. Data the team will be reviewing includes provider outcomes and service delivery for families and children.
  - Supports for Out of Home Care-
    October 24, 2019, the team heard a presentation by Dr. Witt from the University of Kentucky regarding results from the foster parent survey related to secondary traumatic stress. Additionally, updates were provided on the foster parent recruitment and retention efforts underway around the state. Data the team will be reviewing moving forward will include timeliness of inquiries, length of time to approvals, child specific foster homes, and other program specific data.

- Teams that are scheduled to meet on the following dates in November:
  - November 7, Permanency
  - November 12, Prevention Supports

- DCBS plans to partner with The Capacity Building Center for States (CBCS) for consultation and technical assistance for the Continuous Quality Improvement (CQI) process redesign. Using Implementation Science, the CBCS will assist DCBS in conducting an agency self-evaluation to identify areas for organizational improvement and strengthen promising practices already in place. Additionally, through strategic planning sessions with DCBS leadership, plans will be developed to restructure the current methodology of problem solving, develop a framework for ongoing stakeholder engagement, and establish a communication structure that will involve an external and internal feedback loop. In the near term, DCBS leadership will be providing guidance on moving forward with a CQI process until the new redesign can be implemented.

- The Commissioner and the executive leadership team met on October 14, 2019 with the Service Region Administrators (SRA’s) to discuss data and trends. The SRA’s provided feedback regarding the data they would like to have moving forward. The SRA’s also provided comment on the short-term CQI plan and suggestions to enhance the process.

- Casey Family Programs continues with ongoing technical assistance to CWT. Updates were provided to Casey Family on October 17, 2019, with a focus on the CQI efforts underway and data updates related to the agency’s three priority goals. The next technical assistance meeting is scheduled for November 13, 2019.
Protection and Permanency: Child Welfare

- START family mentor hiring process is under way for Boone, Boyd, Campbell, Fayette, Kenton and Jefferson counties through the University of Kentucky.

- Family First Prevention Services Act (FFPSA/Family First) updates:
  - October began the implementation of the Family First Prevention Services Act in Kentucky. October 1 included the release of revised and newly developed SOP and iTWIST screens to support frontline staff with a smooth implementation of Family First, namely to begin identification of target populations and Evidence Based Practices (EBP) for prevention services offered to families in accordance with the Act.
  - DCBS received feedback from the Children’s Bureau on its Title IV-E Prevention Services plan submitted in August. Staff have been reviewing feedback and drafting revisions for a prompt resubmission of the plan in order to seek final approval prior to the end of the year.
  - Due to the delay in review and rating of EBPs by the Title IV-E Prevention Services Clearinghouse, DCBS has taken advantage of the option for states to complete their own independent systematic review of programs and submit to the Children’s Bureau for approval of transitional payments. DCBS has received reviews of two programs for inclusion in its Title IV-E prevention plan resubmission.
  - The Title IV-E Prevention Services Clearinghouse issued a public call for program submissions for review and rating by the clearinghouse. The EBP subcommittee for Family First has developed a list of proposed programs that will be submitted this month.
  - DCBS staff attended the Human Services Financial Officers conference in Scottsdale this month to participate in a panel discussion for Family First implementation.
  - DCBS staff presented on the Family First Prevention Services Act at the 2019 Judicial College with family court judges and Administrative Office of the Courts (AOC) personnel.
  - A statewide prevention services kickoff meeting was held this month with FFPSA prevention services providers, DCBS regional prevention services gatekeepers, and regional Family First liaisons.
  - DCBS staff continued conversations this month with Congressional and White House staff regarding challenges to Family First implementation and proposed solutions. The proposed Family First Transition Act draft legislation, if passed, would alleviate several barriers to smooth implementation. Additionally, Congressional and White House staffs continue to explore options to address potential challenges for many states who plan to implement Qualified Residential Treatment Programs (QRTP) for youth in out of home care.
  - DCBS and Office of Health Data and Analytics staff met with consultants from Chapin Hall this month to continue development of a rigorous evaluation strategy and continuous quality improvement process for Family First prevention services in accordance with the Act.
  - DCBS continues to prepare private child placing agencies for implementation of the Qualified Residential Treatment Provider (QRTP) standards related to Family First once concerns are resolved at the federal level. Additionally, DCBS is working internally and with other key providers to continue to prepare for QRTP implementation once able to move forward.

- Relative/Kin Services update-
  - Since early 2018 through October 29, 2019, in application of the D.O. v. Glisson ruling to other like cases, DCBS has issued 33,477 foster care maintenance payments totaling over $28.4 million.
  - DPP staff meet weekly with OATS to automate the Safety Check and Review in I-TWIST, which will streamline the workflow of assessing relative and fictive kin caregivers and assist with more accurate collection of data.
The Multidisciplinary Enhancement Program (MEP)-Centralized Intake Pilot Project went into effect on October 1, 2019. Three CACs are participating: Northern Kentucky Children's Advocacy Center (Boone County), Lotus Children's Advocacy Center (Graves County), and Hope's Place Children's Advocacy Center (Boyd County).

The Culture of Safety implementation continues with intensive focus on the child fatality/near fatality internal review process. The new System Safety Review Team in DPP worked with Collaborative Safety to finalize a review process manual, forms, policy, and the membership in the collaboration meetings that are required by the process. In September, these items went out for field review and several comments were received. The final versions were released on October 1 to coincide with implementation of the new child fatality/near fatality review model.

The Child Protection Branch completed data analysis for the annual human trafficking report and submitted a draft of the report to leadership for review. The final report will be submitted to LRC on November 1, 2019.

A Respite Provider Tracking System is in development with Training Record Information System (TRIS) with a projected launch anticipated before calendar year’s end. This will allow for tracking of current respite providers and create a structure for recruitment. DPP met with the Eastern Kentucky University-University Training Consortium (EKU-UTC) on October 22, and the project remains on track. EKU-UTC will present a demo of the stacking system to R&C Supervisors and regional staff at the statewide meeting on November 20.

The Foster Adoptive Parent Training Steering Committee met on October 29, 2019. This group includes DCBS staff and training partners: Eastern Kentucky University, University of Kentucky, and Murray State University. Focus on training quality and outcomes is the goal.

DCBS submitted an application for the Youth Villages program, YV Lifeset, to be implemented in Kentucky. The purpose of the program is to achieve better life outcomes for transition age youth in out of home care. If Kentucky is awarded funds, the program will enhance the impact of services being offered to older youth in Kentucky. The grant funds can be used to support research, evaluation, and technical assistance. The RFA is due on October 15.

The DPP Prevention Branch is preparing to participate in an episode of the Child Welfare Information Gateway Podcast featuring the Community Collaborations for Children program and Parent Engagement meetings.

The 2020-2024 Child and Family Services Plan (CFSP) was submitted on June 28 to the Children's Bureau. After edits, official approval of the plan and accompanying annual report has been received.

The Performance Improvement Plan (PIP) to address findings from the federal Child and Family Services Review conducted in July 2016 was approved April 1 by the Children's Bureau. PIP monitoring will continue for three years from the approval date.

DCBS will be working with Capacity Building Center for States on a threshold screening analysis, which allows jurisdictions to determine if they are screening in and out the right reports of abuse and neglect.

The PIP Permanency workgroup held permanency calls with the Service Regions in October. Starting January 2020, the calls will be every other month, and the regions will submit their completed template to DPP for the months that a call is not held. The regions will also submit their template to DPP in December of 2019.
Protection and Permanency: Child Welfare

- The Clinical Services Branch (CSB) began screening decertification notices from the Medicaid managed care organizations (MCOs) to determine if DCBS has any concerns about the decertification on July 8, 2019. If there are concerns identified, these decertification notices are sent to Dr. Lohr for a peer-to-peer consult with the MCO. This new process is anticipated to reduce the decertifications for acute psychiatric when DCBS is not in agreement. During the first 23 days of October, the branch completed 18 reviews. On October 23, there were 25 children decertified in their psychiatric placement settings. As of October 23, the CSB had completed 46 consult calls with field staff for the month. As of October 23, there are 17 youth placed out of state for treatment purposes.

- DCBS Commissioner's Office and DPP are involved in the Kentucky SKY/MCO implementation project, affording one MCO for foster children, foster care alumni, and children receiving adoption assistance.

- The Memorandum of Understanding is final with Kentucky's Kids Belong to promote adoption awareness for children registered with KAPE. On September 19, 12 children were filmed. The First Lady and Chris Johnson from the Governor’s Office attended this filming. Feedback was overwhelmingly positive. The next filming on November 13 in Lexington will include 20 children. The videos from the September filming have been submitted to DPP for review. The goal is to use the videos during November recruitment and awareness events as November is Adoption Awareness month.

- The Adoption Branch is working with Thursday's Child to coordinate a Christmas party for children registered with KAPE on December 12 in Lexington at Gatti Town. Invitations have been sent. Children registered with KAPE will receive gifts or a gift card totaling $100. If chaperones bring birth children or children not registered with KAPE, those children will receive Christmas stockings. All children will leave with something.

- The Adoption Services Branch as a new Adoption Disruption Specialist position. Chapter 13 SOP revisions have been submitted, which also encompass some of the duties of this new position. This specialist will provide consultation to the regions when adopted children are re-entering OOHC. They will track these cases to ensure progress is being made toward reunification and will assess if continued subsidy payments are appropriate for these cases.

- Chapter 13 SOP revisions also include guidance and instructions regarding adoption subsidy negotiation and PCP rates. This will allow for consistent practice statewide.

- The foster/adoptive parent award ceremony is scheduled for November 16 at the Governor's Mansion.

- The Division of Protection & Permanency, Deputy Commissioner Caywood, and the DCBS legislative liaison presented to the Child Welfare Oversight and Advisory Committee on foster parent background checks and recent changes in the foster parent re-evaluation process on October 16, 2019. DCBS received many thanks for all that the department has done to forward foster parenting and lead the country in our implementation of the Family First Prevention Services Act.

- Emergency and ordinary amendments were filed to 922 KAR 1:320, Service appeals, on July 1, 2019, with the emergency regulation taking effect immediately. The amendment to this administrative regulation aligns appeals and complaint procedures with 2019 Ky. Acts ch. 073 and 033, House Bills 2 and 158 from the 2019 Regular Session respectively, and makes other technical corrections in accordance with KRS Chapter 13A. More specifically, the amendment incorporates the new service array for relative and fictive kin caregivers, new service and notice provision to foster parents, and the foster youth bill of rights. Public comments requesting minor clarifications were received during the public comment period and an Amended After Comments version of the administrative regulation was filed on October 15, 2019. The administrative regulation will undergo its first legislative review on November 12, 2019.
Protection and Permanency: Child Welfare

- Amendments were filed to 922 KAR 1:560, Putative father registry, and 922 KAR 1:565, Service array for a relative or fictive kin caregiver, on July 11, 2019. These amendments are necessary for consistency with legislation that passed in the 2019 Regular Session, specifically House Bills 2, 158, and 446. Public comments were not received during the public comment period and the amendments passed their first legislative review on September 16, 2019. These latest amendments will go into effect on November 1, 2019.

- Emergency and ordinary amendments were filed to 922 KAR 1:330, Child protective services, on August 14, 2019, with the emergency regulation taking effect immediately. The amendment to this administrative regulation adds to the definition of “caretaker” consistent with recently passed legislation to include a person in a position of authority or special trust. The amendment changes this administrative regulation by including and defining the term “no finding” as a possible outcome for an investigation regarding an allegation that has been found to be erroneous or false. Additionally, the proposed ordinary administrative regulation amends the screening acceptance criteria to provide greater clarity. Public comments were received during the public comment period and an Amended After Comments version of the administrative regulation is being prepared, to be filed by December 15, 2019.

Family Support

- Jefferson County began a pilot demonstration project on October 9. At this time, 23 contract call center staff are actively completing Supplemental Nutrition Assistance Program (SNAP) interviews for Jefferson County. DCBS will expand the contract workforce over the coming months and add MAGI and CCAP. The contracted services will assist staff in Jefferson County and throughout the state with the Jefferson County call volume, thereby facilitating case accuracy, and a more human-centered, positive experience. The call center hosted a visit from the Food Nutrition Service, which is very interested in the success of the project as this is the first of its type in the nation.

- The SNAP E&T team has increased efforts to add 50/50 Partners. Conversations with hospitals, schools, and community based organizations have occurred and agreements are being reached.

- The following state plans were all approved for implementation on the October 1, 2019, the beginning of the federal fiscal year: SNAP, SNAP Ed, SNAP Outreach, Disaster SNAP, and SNAP Employment and Training Program. The Community Services Block Grant and Low Income Home Energy Assistance Program state plans were approved during the month of October as well.

- Jessica Hinkle, manager of the Division of Family Support’s (DFS) Policy Development Branch, attended the 2019 Workforce Summit in Bowling Green. While attending, she learned about the apprenticeship programs potentially available to public assistance recipients.

- Staff from the DFS Program Support Section met with Service Region staffs in Floyd and Warren Counties to offer technical support. These are the two pilot counties participating in the Human Centered Design Trainings as the concepts relate to SNAP E&T.

- Staff from the Claims Management Section provided two trainings for technology staff on claims and the operations and process associated with the topic.

- The DFS Nutrition Assistance Branch and the Community Support Section were table vendors for the KY Senior Hunger Summit on October 31 at the Buck Run Church in Frankfort.

- Kentucky continues to be the model for implementing Human Centered Design into SNAP Employment and Training. Representatives from FNS were recently in Kentucky to view the development of the program and collect information.
Family Support

- The Division of Family Support presented to the Public Assistance Reform Task Force on Kentucky’s perspective on joining the state pilot for the SNAP National Accuracy Clearinghouse at the task force’s October 7 meeting. Family Support also presented on the use of substance use screening in public assistance programs at the October 30 meeting of the task force. Deputy Commissioner Caywood serves as a member of the task force on behalf of DCBS.
- The Division of Family Support Director, regional staff, and DCBS legislative liaison met with one of the Public Assistance Reform Task Force chairs and one of the members at the Capitol Annex to discuss the process of applying for and maintaining public assistance. Regional staff did a great job of walking the legislators through the entire process and answering all of their questions.
- 921 KAR 3:050, Claims and additional administrative provisions, is being amended to create a new form for secondary claim notices, as the hearing rights contained on the first form should not continue to be given on follow up notices. This amendment is scheduled to be filed in early November.
- Family Support has a number of administrative regulation amendments in the works for housekeeping updates and compliance with House Bill 50 (Regular Session 2017) concerning administrative regulations that are seven years or older.

Miscellaneous\Operations

- The Division of Administration and Financial Management submitted the budget narratives and additional budget requests on behalf of DCBS.
- Training:
  - 20 Protection & Permanency staff completed Forensic Interviewing training in October 2019.
  - The October 2019 Protection & Permanency New Employee Training Academy cohort includes 23 new Protection & Permanency employees.
  - 1,703 DCBS staff have completed the Using Narcan Nasal Spray for Opioid Overdose Emergencies web-based training as of October 18, 2019.
  - The Training Branch launched the Family First Web-Based Trainings (mandatory for Protection & Permanency staff) with 553 DCBS employees completing this training as of October 18, 2019
  - iTWIST trainings have been updated based on Family First mandates.
  - SNAP: Deductions Refresher—525 Family Support employees have completed this training since it launched in September 2019.
Training:

- Kentucky Integrated Health Insurance Premium Payment Program Phase 2B will be launching soon. This is a Deloitte course that will require training participants score at least a 70% on a posttest to get credit for the training.
- An amendment to 922 KAR 1:470, Central registry, was filed on May 15, 2019, to reflect the move of the child abuse and neglect (CA/N) registry database to an electronic platform. This move will improve the efficiency of the cabinet’s CA/N registry database background checks. Public comments were received during the public comment period and the administrative regulation and incorporated forms were further amended in response to comment. Changes in the form reflect changes being phased-in for the electronic platform. This administrative regulation passed its first legislative review on September 16, 2019, and will go into effect on November 1, 2019.
- DCBS’ short-form (summary) legislative proposals for Regular Session 2020 were approved by the Secretary’s Office and the DCBS’ legislative liaison drafted full legislative proposals and bill language with assistance from program experts. This draft legislation has been submitted to the Secretary’s Office for review and the department continues to work with the Office of Legal Services regarding drafts.
- The department legislative liaison has coordinated the review of five prefiled bills affecting the department so far. Prefiled legislation may be found at the following link: https://apps.legislature.ky.gov/record/20rs/prefiled/prefiled_bills.html.

Self-Care Corner

Sometimes saying “no” to new projects is necessary to say “yes” to your health and self-care.

This can be hard for human services professionals like DCBS staff, because they don’t want to potentially disappoint people - especially vulnerable families - who are relying on them.

But on some occasions, it really is OK to resist the urge to add more to your plate. Here are some tips:

- Wait before you decline. If you can, hold off a day to decide. This is enough time to think about if you really want to take on the request and if you are able to fit it into your schedule.
- If the assignment isn’t in your area of specialty or scope of duties and would be better assigned to another office, say so. You can contribute as a reviewer or by sharing work you have done on related issues.
- If you are a supervisor, give the assignment to someone on your team and help finesse it before its submission.
- If you really feel you don’t have the skill set to do the work, say so. Then ask a manager if this could be a professional development opportunity you can pursue to be more adept at your job.

You need to decide if something really is a task you can say “no” to. When you can’t say “no,” try these steps:

- Ask if you can move your priorities around to push other tasks to the back burner and focus on the new task.
- Say "yes," but set your own schedule or ask for flexibility with the deadline.
- Ensure clarity on the assignment – knowing exactly what “done” looks like will save you time in the long run.
- Enlist help. Ask your team to pitch in.
- Stay positive about your work. We can always learn something new from any assignment.
- Make your work count even more. If several groups are working on the same project and asking the same questions, ask for a group meeting to ensure consistency.