

Butler Institute Training System Assessment Recommendations and ODHS/CW Training Unit Plan.

The Butler Institute for Families at the University of Denver made 12 recommendations at the conclusion of their Training System Assessment. Each of these recommendations are stated below along with explanations of current or planned activities being carried out by the ODHS/CW Equity, Training & Workforce Development Unit.

1. Strengthen the partnership between PSU and DHS through shared visioning and implementation efforts to build trust, relationships, and stronger training.

Training Staff from ODHS and PSU are currently collaborating on developing a Training Operations Manual that will provide instructions on shared tasks, standards, and operations for both teams. Butler Institute is providing technical support in the form of Team Building, Meeting Facilitation, Product Development, and Implementation. This exercise is intended to develop a broader team between PSU and ODHS/CW while simultaneously meeting an operational need for written procedures. Start Date: July 2021. Estimated Completion Date: October 2021.

2. Consider developing a strong practice model complemented by a competency model approach.

This recommendation has been forwarded to the Senior Program Manager and Executive Leadership Level for discussion.

3. Infuse all training from DHS and PSU with content to build skills around diversity, equity, and inclusion.

The Training Advisory process has been implemented where topics, content, delivery, and evaluation of new training or updates for existing trainings are reviewed. A component of that review is assessing for DEI values as well as inclusion of DEI learning objectives.

ODHS/CW and PSU are developing standards for periodic review and version control for existing curricula. This review will include an evaluation utilizing an equity tool (currently under development).

Training gaps have been identified for Introductory DEI, Civil Rights Act of 1964, American's with Disabilities Act, and LGBTQIA+. Introductory training and transfer of learning tools are currently under development for the ADA.

4. Have current DHS field personnel conduct an intensive audit of PSU's Essential Elements to understand how the content can better align with current field practice.

ODHS/CW and PSU/CWP are finalizing procedure for Branch Leadership (MAPS, Supervisors) and Central Office (Consultants, Managers) to audit formal training courses. Audit tools will be developed to generate relevant data points that can be evaluated by CQI teams.

5. Revise transfer-of-learning activities for new caseworkers to better prepare them. As appropriate, assign these responsibilities to others.

Task Training Advisory Committee to review and make recommendations for Child Welfare Competencies, Supplemental Activity Guide, Practice Model Supplemental Material, and On-Ramp tasks.

6. Develop formal supervisor and manager curriculum and implement training with fidelity.

ODHS/CW is exploring incorporating The National Child Welfare Workforce Institute Leadership Academy for Supervisors and Leadership Academy for Middle Managers. Oregon specific curricula related to statute/policy/procedure/practice will be revised to align with Essential Elements, LAS, and LAM.

7. Develop standards for all PSU and DHS curricula including:

- a. Use of a competency-based approach**
- b. Use of citations and current research to support all content**
- c. Use of a consistent format across all curricula provided to DHS employees**
- d. Detailed instructions to guide the trainer and ensure fidelity**
- e. Ensure inclusion and integration of significant themes such as DEI, trauma, and engagement**

ODHS/CW has collected example curricula from other Child Welfare Organizations as well as Capacity Center Building for States. One will be adopted prior to October 2021.

8. Employ coaching techniques and train all MAPS and others providing transfer-of-learning functions.

ODHS/CW is currently working with Capacity Building Center for States to build a training Infrastructure and develop/implement a coaching model.

9. Prepare curriculum developers and trainers through formal training and ongoing coaching and support.

The Butler Institute is offering two Curriculum Design Workshops between August 2021 and December 2021, and ODHS/CW is hosting weekly curriculum design workshops. Formalized training for trainers will be contracted for 2021-23, and will continue on a contract basis until an internal training continuum can be established for the training team.

10. Explore options to provide “flipped” training, where knowledge-level content is provided through online courses and skills are developed in the classroom (virtual or in person).

ODHS/CW Pre-Service Training moved exclusively to the virtual environment in response to the COVID-19 pandemic. As restrictions are eased, there is not an intent to immediately return to the training system that was in place previously. Curriculum is currently under review to identify what courseware can be delivered as a video, self-paced computer-based

training, webinar, virtual training, in-person seminar, classroom training, as well as other formats.

11. Explore ways to train MAPS and supervisors to use training evaluation findings (in addition to Essential Elements staff portfolios – see Recommendation #5).

This will be reviewed with the transfer of learning activities.

12. Hold regular CQI sessions including both DHS and PSU to review evaluation data and identify ways to increase training quality.

The ODHS Training Unit has received permission to hire a dedicated CQI specialist in the training unit. That position will work closely with the ODHS Project Management Office and Portland State University Evaluation team to utilize tools, review data, and make recommendations to leadership on design, delivery, and evaluation of training.