MIND THE GAP NATIONAL WEBINAR SERIES
Session #1: Introducing the Workforce Development Framework (WDF)

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October 29, 2014

A Service of the Children’s Bureau
The National Child Welfare Workforce Institute

• **Learning:** Fostering continuous learning that is interactive, reflective and relevant

• **Leading:** Cultivating diverse leadership at multiple levels within child welfare systems

• **Changing:** Supporting change through workforce development and organizational capacity building
Today’s Session

• Rationale for the Workforce Development Framework (WDF)
• WDF: Process & Components
• Practical Application:
  o In social work education - Cheryl Springer
  o By a child welfare agency - Stacy White
• Q&A
• Closing & Next Steps
Rationale for the WDF

• A great deal of work over the past 10 years focused on child welfare workforce – recruitment and retention

• NCWWI’s Workforce Workgroup (2013) stakeholders reiterated issues and advocated for a strategic and comprehensive approach to workforce development.

• WDF intent = comprehensive roadmap, featuring core elements of an effective workforce development model

• Designed for child welfare agency leaders, in essential partnerships within the agency and across the community

• Promotes a systemic approach to recruit, support and retain a diverse, well-qualified workforce, supported in their agencies and by the community
Steps in Developing the WDF

• Scanned workforce development & planning literature
• Identified work planning models across multiple professions
• Cross-walked and identified common elements
• Created visual graphic to depict the conceptual framework
• Invited external feedback
• Used an iterative process of development and revision
Workforce Development Framework
To Support Staff and Advance Improved Outcomes for Children, Youth & Families
The Workforce Development Planning Process

- The dynamic nature of the work and of the child welfare workforce
- Central theme of continuous quality improvement
- Intervene based on good information and evaluate the impact
- Proactive, not reactive
The Workforce Development Components

- Components are common across public and private sectors & multiple professions
- Adapted to capture factors impacting child welfare workforce
- Systemic, integrated and may be compensatory
- Centered around agency’s vision, mission and values, and influenced by leadership at all levels
A Resource Brief of the WDF, organized around four sections:

- **Desired Outcome or Condition**—characteristics and behaviors that exemplify an agency’s success with regards to the workforce development component.

- **Competencies**—a select list of knowledge, skills, and abilities of child welfare middle managers & administrators that have particular relevance for achieving that workforce outcome.

- **Strategies: Tasks and Activities**—promising strategies designed to address workforce gaps impacting the agency.

- **Explore Resources, Examples & Tools**—a hyperlink to relevant and current content on the MyNCWWI learning portal.
At the core of workforce development...

Vision, Mission and Values
At the heart of effective practice with children, youth and families AND also reflected in the agency’s concern for its most important asset – its staff

Explore MyNCWWI

Leadership
Leaders at all levels model behavior reflective of agency values; promote healthy agency climate and culture and value the workforce

Explore MyNCWWI
Job Analysis & Position Requirements

• Good practice starts with the right person in the job
• Job analysis gathers information about tasks, responsibilities, and qualifications
• Position requirements inform job descriptions and are aligned with agency’s model of practice
• In collaboration with HR and consistent with union, merit, legislative and civil service requirements

Explore MyNCWWI
Education & Professional Preparation

- Recruit, prepare, and support a diverse student body
- Promote effective school to work transition and retention
- Support a comprehensive evidence-informed system of child welfare workforce development
- Promote agency/university partnerships for pre-service, in-service and ongoing professional development

Explore MyNCWWI
Recruitment, Screening & Selection

• Proactive recruitment of a broad and diverse pool of candidates using multiple strategies

• Realistic portrayal of the work

• Valid selection criteria for candidates who are qualified; aligned with job requirements, and reflecting the diversity of language, culture, geography, race and ethnicity in communities

Explore MyNCWWI
Incentives & Work Conditions

• Salaries competitive with those of other agencies, and commensurate with the job
• Supported and valued as professionals and individuals
• Provided the tools and resources in the office and field that are necessary to do the job and with a recognition of the importance of work/life balance
• Supports and training to recognize and respond to the inherent stress of work in child welfare and potential for secondary trauma

Explore MyNCWWI
Professional Development & Training

• Principles of a learning organization are valued and practiced and modeled by leaders at all levels.

• Staff are encouraged to continue to learn through ongoing training, education, and career development.

• Partnerships with universities and in the community support a comprehensive approach to professional development for staff at all levels.

Explore MyNCWWI
Organizational Environment

• The agency culture and climate is positive and solution-focused
• Diverse points of view are encouraged, new ideas are valued
• Differences in cultures of staff are valued for the enrichment they bring to the organization
• Collaborative teamwork is encouraged and individual points of view are respected

Explore MyNCWWI
Community Context

- Recruitment and hiring of a diverse workforce reflective of the communities served
- Staff’s view of the community, and the community’s view of the agency impact all aspects of workforce development
- Reciprocal respect within a collaborative network
- Inclusive partnerships and meaningful engagement of families and youth

Explore MyNCWWI
Supervision & Performance Management

• Routine, supportive, quality supervision as a tool for good practice AND retention

• Performance management is an ongoing process, not an annual review.

Explore MyNCWWI
WDF Relevance for Social Work Educators

- Conveys the role of social work educators and where and how we contribute to continuous quality improvement in child welfare agencies
- Serves to remind social work educators of the complexities of child welfare practice
- Establishes a compelling reason for the benefits of interdisciplinary child welfare education and training
Workforce Development Planning: Importance for Social Work Educators

- Leading and participating in the planning and assessment process
  - The role of social work educators in child welfare program evaluation
- Listening and responding to workforce gaps
  - The role of social work educators in responding to emergent issues & challenges
Social Work Educators Role in “Closing the Gap”

- The organizational focus and content of BSW and MSW Curriculum
- Emphasis on diversity in curricula and application to organizational context
- Leadership development and practice: NCWWI’s leadership Framework
- The role of social work education in stressing self-care
WDF Relevance for Public Child Welfare Agency Administrators

- In Idaho, essential for the State Agency
- Leads to an accurate assessment of needs/gaps in workforce and culture in each area within the state
Workforce Development Planning Process in Public Child Welfare Agencies

- How do we use the framework for the workforce development planning process?
- As a tool for initial and ongoing assessment of organization and environment

Diagram:
1. Gather Data: Environmental Assessment
2. Identify Need: Organizational Assessment
3. Identify Gaps
4. Close the Gaps: Implement Workforce Development Components
5. Monitor & Evaluate
6. Analyze Workforce Supply & Demand
7. Continuous Quality Improvement
Workforce Development Components:
Importance Public Child Welfare

• Sets the stage for success
• Each component is essential to the greater whole
• How are we as agency leaders paying attention to each area as workforce/workflow shifts and flows?
• A few examples from Idaho
Follow-up Learning Exchange

• Please join us for a 60-minute follow-up webinar offering deeper interaction between the presenters and participants through facilitated discussion designed to enhance critical thinking on this topic
• Wednesday, November 5, 2014 at 3 pm ET
• To register: Learning Exchange
Mind the Gap
Upcoming Sessions

January 2015:
Professional Development & Training
Strategy: Los Angeles’ Residential Simulation Lab (CA)

April 2015:
Recruitment & New Hire Strategies: Lessons from Children’s Corps (NY)

June 2015:
Job Analysis & Position Requirement Strategies: Competency Models in Action
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Thank You!

Connect with Us

www.NCWWI.org