



# University of Pittsburgh



**University of Pittsburgh, School of Social Work  
The Pennsylvania Child Welfare Training Program**

**Fiscal Year 2007/2008 Annual Report**



**“The achievements of an organization  
are the result of the combined effort of each individual.”**

***Vince Lombardi***

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### **TRAINING PROGRAM OVERVIEW**

The Pennsylvania Child Welfare Training Program (Training Program) is a collaborative effort of the University of Pittsburgh, School of Social Work, the Pennsylvania Department of Public Welfare, and the Pennsylvania Children and Youth Administrators. It was established to train direct service workers, supervisors, administrators, and foster parents in providing social services to abused and neglected children and their families. The Training Program is centrally managed and regionally administered by the University of Pittsburgh, School of Social Work.

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### **VISION**

The Vision of the Training Program is safety, permanence, and well-being for children and youth, families, and communities, supported by the work of competent, committed, and confident professionals.

### **MISSION**

The Mission of the Training Program is to train and provide technical support to those working in the Child Welfare system and to support those working with us to help families and communities to safely parent children and youth.

### **PHILOSOPHY**

The Training Program is guided by these beliefs, values, and principles and strives to demonstrate them in practice:

- ❖ Each person and family has strengths and resources, which should be maximized in our work with them. We respect each person's connections to their families and communities.
- ❖ All people deserve respect as individuals and are valued as part of the human family. Each person's unique blend of culture is valued and included in our work.

- ❖ The people who do the work in our communities to assure the safety and well-being of children, youth, and families demonstrate their status as professionals and deserve to be respected and paid at a professional level.
- ❖ Our learners are adults who need learning opportunities that are solution-focused, timed to their needs, build on their life experiences, and mesh with their self-concept. (Malcom Knowles)
- ❖ The *Pennsylvania Standards for Child Welfare Practice* inform our work, including the development of curricula, the presentation of training and transfer of learning into practice in order to achieve mission-critical outcomes.
- ❖ We are committed to using practitioners throughout the training process, including curriculum development and review.
- ❖ We value families and youth as members of our team and recognize their contributions to the history and future success of the Training Program.
- ❖ We value the professional development of our own staff and support their competency development through a variety of training and learning opportunities.
- ❖ We are committed to the on-going development of the Training Program's Leadership Team, believing strong leadership is the key to an effective organization.

## **LEADERSHIP**

The Child Welfare Training Steering Committee (TSC) provides leadership in setting the direction and planning for the Training Program. Members represent the key stakeholders of the Training Program, as well as the diversity of the Pennsylvania Child Welfare system. The TSC is co-chaired by the Department of Public Welfare and the Pennsylvania Children and Youth Administrators Association.

## **ORGANIZATIONAL STRUCTURE**

The Pennsylvania Child Welfare Training Program is operated under the leadership and funding of the Department of Public Welfare to the University of Pittsburgh, School of Social Work (the University). The University is responsible for the overall management of the Training Program, which includes the following: strategic planning, fiscal planning,

and monitoring the development of all curricula and coordination and delivery of training, as well as the development and implementation of transfer of learning support, technical assistance, and evaluation efforts. In addition, the Child Welfare Training Steering Committee (TSC) provides oversight and consultation by operating as an advisory body on matters affecting curriculum content and program development.

The Training Program is comprised of the following departments:

- Fiscal and Operations
- Organizational Effectiveness
- Curriculum Development
- Training Delivery
- Technology Development
- Program Development

The purpose of each of these departments is described below:

### **Fiscal and Operations Department**

- Develop and manage program budgets;
- Support the development and implementation of work plans;
- Prepare contracts for goods and services;
- Manage contracts, purchasing, and supply and equipment inventory;
- Process and monitor accounts payables;
- Provide human resources and payroll support;
- Monitor staff development for the Training Program;
- Manage building operations for a 40,000 sq. ft. training/office complex;
- Oversee office operations and procedures;
- Manage meeting facilities coordination; and,
- Oversee in-house duplication and outside printing jobs.

Roles within the Fiscal and Operations Department:

- Fiscal Specialist – Responsible for assisting with development and management of annual program budgets, supporting development and implementation of work plans for technical assistance and professional consultation, preparing and managing contracts for goods and services, preparing purchase orders and requisitions, processing invoices, monitoring accounts payables, travel management, and inventory maintenance.
- Human Resource Specialist – Responsible for recruitment, employee orientation, staff development, fringe benefit information, and human resources support. Manages interview process, human resource policies and procedures, staff job descriptions, time record keeping, payroll support, and

personnel files. Serves as a liaison between the University of Pittsburgh, Human Resource Department and the Training Program.

### **Organizational Effectiveness Department**

- Support practice improvement within the Child Welfare system, providing training, transfer of learning support, and technical assistance in the areas of Family Engagement, Independent Living, Integrated Children's Services Plan, Organizational Effectiveness, Quality Services Review, Risk and Safety Assessment, Systems of Care, and Youth Engagement, as well as other appropriate areas requested by county Children and Youth Agencies;
- Promote transfer of skills learned in the classroom to the field through transfer of learning support;
- Promote best practice in services provided to youth in Independent Living programs;
- Recruit and approve practitioners as consultants for the Training Program and conduct ongoing evaluation to ensure the delivery of quality technical assistance;
- Elevate Child Welfare practice in Pennsylvania by supporting county Children and Youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children's Service Planning (ICSP), practice improvement initiative outcomes, and the *Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among Child Welfare professionals;
- Promote organizational development for Child Welfare Agencies;
- Evaluate trainee success in applying classroom knowledge to casework practice; and
- Support practice improvement within Family Centers, providing training, technical assistance, and site monitoring in the areas of Family Centers, Fatherhood Initiative, and Time-Limited Family Reunification, as well as other appropriate practice areas requested by Family Centers.

Role within the Organizational Effectiveness Department:

- Practice Improvement Specialist
  - Familiar with the philosophical framework of Family Engagement, Integrated Children's Services Planning (ICSP), and Youth Engagement; embraces these values and philosophy when working with county Children and Youth Agencies and Family Centers and promotes evidence-based practices at the county level that support Family Engagement, Integrated Children's Services Planning (ICSP), Systems of Care (SOC), and Youth Engagement; provides training and technical assistance at the county level for Risk and Safety Assessment, according to recommendations from the Risk Assessment Task Force; assists in coordinating Quality Service Reviews (QSR) activity with county Children and Youth Agencies;

familiar with the Organizational Effectiveness (OE) model of American Public Human Services Agency (APHSA); promotes the use of the APHSA model in assisting county Children and Youth Agencies in utilizing data from their QSR to develop an agency-wide strategic plan that supports systemic change; facilitates the OE process and plan development with county Children and Youth Agencies and conducts ongoing training needs assessment for their staff through the Organizational Needs Assessment (ONA) process; and familiar with the mission and values of Family Centers and promotes best practices at the local level with regard to Family Centers, Fatherhood Initiative/Child Abuse Prevention and Time-Limited Family Reunification.

- Supports the knowledge and skill development of county Children and Youth Agency staff in topic areas specific to practice improvement; develops and/or revises Transfer of Learning (TOL) tools; provides on-site coaching and mentoring that supports transfer of learning and skills taught in training to the work place; assesses transfer of learning through collection of data; and conducts ongoing training needs assessment for agency staff through the ONA process
- Familiar with Youth Engagement practices; embraces the values and philosophical framework of SOC; on-site Independent Living (IL) reviews and technical assistance for the IL programs; and embraces these values and philosophy when working with county Children and Youth Agencies.

### **Curriculum Development Department**

- Develop and/or revise foundation level curriculum training outlines, and transfer of learning tools based on feedback from trainers and staff from county Children and Youth Agencies, DPW-OCYF, Training Steering Committee, and the Training Program;
- Develop and/or revise standard curriculum and transfer of learning tools based on ONA and Individual Training Needs Assessment (ITNA) data and feedback from staff from county Children and Youth Agencies, DPW-OCYF, Training Steering Committee, and the Training Program;
- Assist in recruiting practitioners as trainers for the Training Program and conduct ongoing evaluation and provision of technical assistance to trainers to ensure the delivery of quality training;
- Elevate Child Welfare practice in Pennsylvania by supporting county Children and Youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review, Individual Children's Services Plan, practice improvement initiative outcomes, and the *Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among Child Welfare professionals; and

- Evaluate trainee success in applying classroom knowledge to casework practice.

#### Role within the Curriculum Development Department

- Curriculum and Instructional Specialist – Develops curricula needed by county Children and Youth Agencies through a variety of training needs assessment processes; and prepares trainers to present curriculum and/or to modify curriculum to meet the needs of the individual county Children and Youth Agencies.

### **Training Delivery Department**

- Coordinate and deliver training throughout the Commonwealth;
- Recruit and approve practitioners as trainers for the Training Program and conduct ongoing evaluation and provision of technical assistance to trainers to ensure the delivery of quality training;
- Oversee the development of trainer developed workshops in order to meet individual county Children and Youth Agency training needs as identified by the Organizational Needs Assessment (ONA) and Regional Team assessments;
- Oversee the development of trainer developed workshops in order to meet specific training needs of Family Centers as identified through technical assistance and site monitoring, based on the availability of funding;
- Elevate Child Welfare practice in Pennsylvania by supporting county Children and Youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children’s Service Planning (ICSP), practice improvement initiative outcomes, and the *Pennsylvania Standards for Child Welfare Practice*;
- Promote long-term career development among Child Welfare professionals; and
- Evaluate trainee success in applying classroom knowledge to casework practice.

#### Roles within the Training Delivery Department:

- Training Specialist – Coordinates training both regionally and on a per county basis from the data collected from a variety of needs assessment processes.
- Curriculum and Instructional Specialist – Oversees the development of curricula with trainers needed by county Children and Youth Agencies through a variety of training needs assessment processes; and prepares trainers to present curriculum and/or to modify curriculum to meet the needs of the individual county Children and Youth Agencies.
- Statewide Training Specialist – Coordinates all statewide training events based on the data collected from a variety of needs assessment processes.



## **Technology Development Department**

- Develop and maintain computer applications used to support the initiatives of the Training Program and its affiliates;
- Develop and maintain reporting from multiple applications and databases for the Training Program, county Children and Youth Agencies, DPW-OCYF, and private providers;
- Provide technical assistance and support to the Training Program and affiliates through operation of a Help Desk, media development and duplication, video conferencing, and function arrangements;
- Produce videos and technology based tools used to enhance the delivery of curriculum, transfer of learning, and a variety of other initiatives;
- Maintain multiple networks and offsite training facilities;
- Maintain multiple websites updating daily to ensure accuracy; and
- Develop web-based training tools.

Roles within the Technology Development Department:

- System Programmer – Assists in the development, maintenance, and programming of internal applications, database software, and utilities; Ensures system-wide accuracy of computer systems and databases; Ensures appropriateness of data collection methods and accuracy of data and reporting; Performs diagnostics and maintenance on computers and applications; Creates system development methodologies; and Provides technical assistance to the Training Program and all county Children and Youth Agencies across the Commonwealth.
- Instructional Specialist – Collaborates with Training Program staff on the development of videos, and technology based tools used to enhance the delivery of curriculum, transfer of learning, and a variety of other initiatives; and Provides technical assistance to the Training Program and all county Children and Youth Agencies across the Commonwealth.
- Technology Specialist – Provides programming and ongoing maintenance and support of all websites supported by the Training Program; Performs set-up, configuration, security, maintenance, monitoring, troubleshooting, and upgrading of multiple networks, hardware and software; Provides testing and quality assurance for application and database development; Provides all levels of PC and Microsoft Office trainings; and Provides technical assistance to the Training Program and all county Children and Youth Agencies across the Commonwealth.

## **Program Development Department**

- Provide oversight with quality assurance to ensure the delivery of quality products and services and ensure relevancy of all products and services to current state laws, regulations, and best practice standards;
- Support OCYF initiatives regarding CFSR and CAPTA implementation;
- Assist the Department of Public Welfare in providing training and technical assistance to the Child Welfare system in the areas of CFSR and CAPTA; and
- Implement and maintain a continuous quality improvement plan for the Training Program.

Roles with the Program Development Department:

- Program Development Specialist: Child and Family Services Review – Provides support in the development of Pennsylvania’s statewide assessment and program improvement plan as well as the onsite review as part of the Federal Child and Family Services Review, provides oversight of the statewide Quality Services Review process, and participates on related workgroups and steering committees.
- Program Development Specialist: Child Abuse and Prevention Treatment Act – Coordinates the implementation and maintenance of citizen review panels in Pennsylvania, and participates on related workgroups and steering committees.
- Program Development Specialist: Juvenile Justice – Provides coordination and support to the development and delivery of training to staff working with youth who are adjudicated delinquent and are placed within the youth development center/youth forestry camp system, and participates on related workgroups and steering committees.

## **Regional Teams**

- In addition, the Training Program ensures a collaborative approach to the development and implementation of its products and services through the use of Regional Teams assigned to work with county Children and Youth agencies. The purpose of Regional Teams is to assess the training, transfer of learning, and technical assistance needs of county Children and Youth Agencies and to coordinate a seamless delivery of the Training Program’s products and services. All departments from the Training Program are represented on each Regional Team.

## **Research and Evaluation Efforts**

The Training Program designs and implements research and evaluation efforts to determine the impact of training, transfer of learning, and technical assistance on worker skill development. Current research and evaluation efforts include:

- Embedded evaluations and qualitative analysis of the Charting the Course curriculum;
- Practice improvement initiative evaluation in the areas of Family Group Decision Making (FGDM) and Recruitment and Retention of Child Welfare staff; and
- Data collection and analysis of transfer of learning efforts.

Research and evaluation efforts are designed to do the following:

- Provide all Training Program staff with current research and best practices in the field of child welfare and training development for use in all curriculum and tools developed by the Training Program;
- Elevate Child Welfare practice in Pennsylvania by supporting county Children and Youth administrators, supervisors, and caseworkers with the implementation of the Child and Family Services Review (CFSR), Integrated Children's Service Planning (ICSP), practice improvement Initiative outcomes, and the *Pennsylvania Standards for Child Welfare Practice*; and
- Promote long-term career development among Child Welfare professionals.

## **A LOOK BACK ON FISCAL YEAR 2007/2008**

During Fiscal Year (FY) 2007/2008, the Training Program focused its work in the following Key Responsibility Areas:

- ❖ Needs Assessment
- ❖ Develop and Revise Training, Transfer of Learning, and Technical Assistance Materials and Tools
- ❖ Trainer and Consultant Recruitment, Development, and Approval
- ❖ Communication, Collaboration, and Quality Assurance with Key Stakeholders
- ❖ Computer Support, Application, Development, and Reporting
- ❖ Certification
- ❖ Research and Evaluation

Following is a summary of work completed within each Key Responsibility Area:

### **NEEDS ASSESSMENT**

The Training Program utilizes an Individual Training Needs Assessment (ITNA), which assesses the individual training needs of Child Welfare Professionals. The ITNA lists and prioritizes competencies required by Child Welfare Professionals based on a caseworker's specific position within his/her agency.

Individual Training Need Assessments collected over the past several years have consistently indicated the following as high training needs, by competency:

- ❖ 203 – Sexual Abuse
- ❖ 303 – Casework with Children
- ❖ 308 – Adult Psychopathology
- ❖ 209 – Concurrent Planning
- ❖ 309 – Substance Abuse
- ❖ 202 – Working with Adolescents

In addition to the ITNA, the Training Program also offers the Organizational Needs Assessment (ONA) process, which assesses the organizational needs of county Children and Youth Agencies and includes the development of a recommended training, transfer of learning, and technical assistance plan designed to support the agency's outcomes. County Children and Youth Agencies assess their needs through local planning processes, but may request the Training Program to assist with further assessment, as well as provide support with the implementation of changes.

Using the previously developed ONA discussion guide to aid the assessment, Regional Teams completed 23 on-site Organizational Needs Assessments (ONA) directly with county staff. Typically, the ONA meetings were preceded by Regional Teams reviewing County Needs Based Budgets, ICSP reports, and QSR results. At the on-site visit, counties selected staff who could speak to their county's individual needs. The Training Program was represented by staff from all departments within the Training Program.

Subsequent to the ONA on-site meeting, Training Program staff developed a comprehensive report reviewing the issues raised during the meeting that provided specific training, technical assistance, and transfer of learning recommendations.

Training topic trends from the ONAs consisted of Children's Mental Health, Family Engagement, Drug and Alcohol/Substance Abuse, Youth Engagement, Permanency Planning, Kinship, and Professional Development. Technical assistance trends surrounded the areas of Cross Systems Collaboration, Community Outreach and Working with Schools, and Organizational Effectiveness with a focus on Strategic Planning and Recruitment and Retention. The over arching ONA topics generating all three components of the Training Program's functions of training, technical assistance and transfer of learning consisted of foundational practices of Family Engagement, Solution-Focused Interviewing and Strength-Based Practice. The topic area of Supervision was also recommended as needing focus in all three functions provided by the Training Program.

The identified recommendations support the areas of specialized training, on-site technical assistance and practice improvement efforts provided at multiple levels that continue to promote positive outcomes toward the safety, permanence, and well-being for families and children.

Another aspect of the Training Program's Needs Assessment efforts includes an on-site Annual Program Evaluation for county Children and Youth Agencies who have federally funded Independent Living (IL) Programs. An IL Program Review typically consists of an overall evaluation, as well as a technical assistance component. In FY 2007/2008 all sixty one federal funded IL Programs received an on-site Program Review.

## **DEVELOP AND REVISE TRAINING, TRANSFER OF LEARNING, AND TECHNICAL ASSISTANCE MATERIALS AND TOOLS**

The Training Program ensures that all of the materials and tools developed and/or revised are Pennsylvania specific, based on current research, promote the implementation of the *Pennsylvania Standards for Child Welfare Practice*, focus on skill development and permanency issues, and support casework practice that promotes the Child and Family Services Review (CFSR) outcomes of safety, permanence, and well-being for children and their families. The Training Program also develops and evaluates curricula according to guidelines consistent with training needed for Social Work Licensure and ensures that the content is consistent with current research and relevant to practice through the implementation of a Quality Assurance (QA) process.

### **Training Materials and Tools**

The Training Program offers both knowledge and awareness and skill-based curricula, which are divided into foundation skills and specialized and related.

- **Foundation Skills**

The Training Program designs foundation or core skills training to provide Child Welfare Professionals with the fundamental attitudes, knowledge, and skills necessary to provide services to children and their families. Core skills training is developed for direct service workers, supervisors, and administrators.

#### Direct Service Worker Foundation Skills Training

*Charting the Course Towards Permanency for Children in Pennsylvania (Charting the Course)* is a skill-based curriculum that assists in the development of initial skills in newly hired caseworkers. *Charting the Course*, a 120 hour curriculum, was fully implemented in 2006/2007 but continued to be refined and updated throughout 2007/2008. The *Charting the Course* curriculum contains the following 15 modules:

- *Introduction to Pennsylvania's Child Welfare System*
- *Introduction to Pennsylvania's Child Welfare Practice*
- *Using Interactional Helping Skills to Develop Caseworker/Client Relationships*

- *Overarching Framework for Practice*
- *Identification and Assessment of Child Abuse/Neglect*
- *Safety Assessment*
- *Risk Assessment and Family Assessment*
- *Screening, Investigation, and Documentation*
- *Child Development*
- *Introduction to Community and Community Partnerships*
- *Family Service Planning Process – Case Transfer and Closure*
- *The Court Process*
- *Out-of-Home Placement and Visitation*
- *When Reunification is Not in the Best Interest of the Child*
- *Applying Knowledge and Skills to Achieve Outcomes*

In FY 2007/2008, the Training Program began to conduct research based on the following technology tools used with *Charting the Course*:

- **Embedded Evaluations:** Written questions for the Risk Assessment, Family Service Plan, and Interactional Helping Skills that were used to gather data to help measure participant learning within those modules.
- **Embedded Evaluation Tracking Tool:** This database was used to store the results from all embedded evaluations.

#### Administrator Foundation Skills Training

*Charting the Course Towards Permanency for Children in Pennsylvania: An Administrator's Overview* is a four day curriculum that gives administrators an overview of the learning that direct service workers receive as part of the *Charting the Course* curriculum. This was fully piloted and implemented during FY 2007/2008.

- **Specialized and Related**

Beyond the foundation skills training, Child Welfare Professionals require on-going training to support their long-term professional development. The Training Program designs specialized and related training that builds upon the foundation level training and covers a variety of topic areas. Specialized and related training is developed for caseworkers, supervisors, and administrators.

#### Direct Service Workers and Supervisors

In FY 2007/2008, the Training Program developed or revised the following standard specialized and related curricula:

- 202: Adolescent Issues: Risk, Resiliency, and Positive Youth Development
- 202: Foundations of Independent Living: An Overview
- 202: The Independent Living Services Continuum: Engaging Youth in their Transition Process
- 202: Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) Youth in the Child Welfare System (revisions)
- 203: Sexuality of Children: Healthy Sexual Behaviors and Those that Cause Concern (revisions)
- 205: Legal Series (revisions)
- 207: Introduction to Family Group Decision Making (TOL)
- 209: Integrating Concurrent Planning into Child Welfare Practice
- 301: Engaging Clients from a Strength-Based, Solution-Focused Perspective (TOL)
- 303: Childhood Mental Health Issues: Application to the Casework Process
- 303: Childhood Mental Health Issues: An Introduction for Child Welfare Professionals (revisions)
- 309: Drug and Alcohol Issues: Application to the Casework Process
- 309: Drug and Alcohol Issues: An Introduction for Child Welfare Professionals
- 310: FGDM: Strategies to Empower Families Experiencing Domestic Violence
- 400: Using Ethics to Guide Casework and Decision Making
- 521: Strength-Based, Solution-Focused Supervision

In addition, the Training Program developed the following workshops or presentations for statewide training opportunities:

- **Fall 2007 Supervisor Training Event**
  - 400: Ethics and Dual Relationships (3 hours)
  - 538: Agency Dynamics: Working Together as a Team (3 hours)
  - 870: Legislative Update Including Foundations of Employment Laws (3 hours)
  - 870: Performance Management from A to Z (3 hours)
  - 870: Supervising through HIPAA, FMLA, ADA, and Privacy (3 hours)
- **Spring 2008 Supervisor Training Event**
  - 400: Ethically Engaging Staff: When Guidance and Support Turns into Therapy (3 hours)
  - 523: Legislative Update and the Changing Face of Child Welfare (Youth Panel 3 hours)
  - 524: Improving Outcomes through Youth Engagement (3 hours)

- 535: Empowering Families and Improving Family Function through Family Engagement (3 hours)
- 535: Utilizing FGDM as a Tool to Engage Families, Communities and Workers (3 hours)
- **Diversity Taskforce Training**
  - Assisted in the revision of CORE 108: Valuing Diversity
  - Assisted in the creation of Working with Latino American Families curriculum
  - 307: Social Policy for Effective Practice (2 hours)
  - 307: When Race Matters: Disparity in Child Welfare (2 hours)
  - 523: Youth Panel and Recommendations for Change (2 hours)

In FY 2007/2008, the Training Program also revised the following resources:

- Children’s Mental Health Resource Book
- Drug and Alcohol Resource Book

In FY 2007/2008, the Training Program developed videos to be used with specialized and related curricula:

- *Adolescent Development* for 202 Adolescent Issues: Risk, Resiliency, and Positive Youth Development
- *Child Mental Health* for 303 Childhood Mental Health Issues: Introduction for Child Welfare Professionals
- *Adult Mental Health* for 308 Adult Mental Health Issues: An Introduction for Child Welfare Professionals
- *Forensic Interviewing* for 203 Casework Process: Family Member Dynamics and Investigation

The Training Program also produced videos for the following events:

- African Dance video for a Youth Summit Workshop
- Youth Summit: “Partnership for Change”
- Independent Living Retreat: “GPS: Goals Produce Success”
- Independent Living Yearbook
- Development of Trainers presentations (27)
- Introduction to Organizational Excellence
- “My Life” documentary (with Independent Living Ambassador)

In all, 1127 DVD’s and 2978 CD’s were created, labeled, and cased to be distributed for various purposes across the state.



## Administrators

In FY 2007/2008, the Training Program continued to develop curricula designed to assist administrators in meeting their agency's practice improvement goals through subject knowledge and leadership skills. Trainings developed for the Pennsylvania Children and Youth Administrators Association (PCYA) quarterly meetings include:

- **PCYA Quarterly Training Events**
  - 521: Pennsylvania's Practice Initiatives to Action (3 hours)
  - 700: Using Critical Thinking Skills to Guide Decision Making (3 hours)
  - 701: Appealing When the Courts Get It Wrong (3 hours)
  - 702: Bonding Assessments: Legal Evolution and Practice (3 hours)
  - 704: Legal Issues to Consider in Making Firing Decisions (3 hours)

Trainings for the Spring 2008 Leadership Academy Conference included:

- 705: Keeping Competent and Committed Staff (4 hours)

## **Transfer of Learning Materials and Tools**

The Training Program utilizes its own *Ten Step Transfer of Learning (TOL) Process* to provide structured activities for caseworkers and supervisors to work together in order to enhance the application of knowledge and skills learned in the classroom. The process written to correspond to an existing curriculum is known as a TOL Package. A TOL Package includes the following:

- ❖ Initial Visit with Supervisors
- ❖ Initial Visit with Caseworkers
- ❖ Pre-Work Activities
- ❖ Initial Training
- ❖ 30-Day Follow-Up TOL Visit
- ❖ 60-Day Follow-Up TOL Visit
- ❖ 90-Day "Booster Shot" Training
- ❖ 5-Month Follow-Up TOL Visit
- ❖ 6-Month On-the-Job Assessment
- ❖ Closure TOL Visit

During FY 2007/2008, the Training Program also developed the following TOL Packages:

- An Introduction to Family Group Decision Making
- Engaging Families through a Strength-Based, Solution-Focused Perspective

- Engaging Families and Using Strength-Based Assessment to Ensure Child Safety, Well-Being, and Permanency
- Risk Assessment
- Case Planning with Adolescents
- Writing Skills
- Effective Interviewing

## **Technical Assistance Materials and Tools**

The Training Program develops individualized technical assistance plans for county Children and Youth Agencies, per the approval of DPW, in a variety of practice improvement areas, which include but are not limited to Family Engagement, Integrated Children's Services Plan (ICSP), Independent Living (IL), Organizational Effectiveness (OE), Quality Services Review (QSR), Systems of Care (SOC), and Youth Engagement.

In FY 2007/2008, the Training Program developed the following trainings, or resources for county Children and Youth Agencies:

### **❖ Family Engagement**

- Family Group Decision Making: Domestic Violence
- Family Group Decision Making: Transfer of Learning Package

### **❖ Organizational Effectiveness**

- Organizational Effectiveness Guide: A Resource for Technical Assistance and Consulting

### **❖ Independent Living/Youth Engagement**

- Hosted the 2008 Pennsylvania Youth Summit (March 25 & 26, 2008)
- Assisted with the 2007 Independent Living Youth Retreat: Our Lives, Our Stories, Our Future. Adults and youth explored the curriculum, which was tied to the theme of the retreat Our Lives, Our Stories, Our Future. Youth shared and discussed their experiences through different forms of expression such as poetry, art, and storyboards. They also discussed their futures and how to create plans to accomplish their goals and dreams. Approximately 120 youth and 85 staff attended the event.

### **❖ Quality Service Reviews (QSR)**

- The Training Program provided multiple QSR trainings to prepare the teams for reviews. The Training Program's role this year included more assistance to county agencies with planning and preparing for the reviews. Since July of 2006, the Training Program, in conjunction with the OCYF Regional Offices, conducted the second level of Quality Assurance throughout the review process. Hornby Zeller Associates (HZA) continued to compile and analyze the data in reports issued to OCYF and the counties.

## TRAINER AND CONSULTANT RECRUITMENT, DEVELOPMENT, AND APPROVAL

### Trainers

The Training Program uses a workshop model for most of its trainings. Trainers must have thorough knowledge of Pennsylvania Child Welfare practice, the *Pennsylvania Standards for Child Welfare Practice*, and the outcome measures from the Child and Family Services Review (CFSR) in the areas of safety, permanence, and well-being. Trainers must also be experienced with well-developed presentation, facilitation, and group process skills. All applicants go through a screening, interview, and assessment process according to Training Program standards. In addition, participants for each workshop evaluate the trainer's performance utilizing the Training Program's workshop evaluation form, and Training Program staff conduct observations and evaluations on all trainers in order to ensure quality.

The Development of Trainers (DOT) training provides new trainers with an understanding of the adult learning theory, as well as its importance to the delivery of training, and supports the development of platform skills in new trainers. In FY 2007/2008, the Training Program conducted six (6) Development of Trainer (DOT) sessions for contracted trainers, Youth Development Centers and Forestry Camp staff, youth from the Youth Advisory Board, and individuals from Private Provider Agencies. As a result, 60 new contracted trainers were brought into the Training Program resulting in a total of 300 contracted trainers for the Training Program.

The Training Program completed 60 trainer observations which include mentoring, first-time trainer observations, new content observations, and biennial observations. The Training Program also completed 45 technical assistances throughout FY 2007/2008.

A Training on Content (TOC) session is held for approved trainers to review the content, sequencing, timing, activities, key learning points, facilitation issues, and training aids of a new curriculum. In FY 2007/2008, a total of 18 TOC sessions were conducted for the following curricula:

- Safety Assessment
- Charting the Course Modules 1-15
- Engaging Absent Fathers (TOL Package)
- Introduction to Family Group Decision Making Part 1
- Introduction to Family Group Decision Making Part 2
- Achieving Permanency for Children in Kinship Foster Care
- Family Reunification through Visitation
- Supervisory Issues in Child Sexual Abuse

- FGDM: Strategies to Empower Families Experiencing Domestic Violence
- Childhood Mental Health Issues: An Introduction for Child Welfare Professionals
- Childhood Mental Health Issues: Application to the Casework Process
- Adolescent Issues: Risk, Resiliency, and Positive Youth Development
- Using Ethics to Guide Casework and Decision Making
- Integrating Concurrent Planning into Child Welfare Practice

## Consultants

The Training Program utilizes consultants to provide consulting services to county Children and Youth Agencies. Consultants must have thorough knowledge of Pennsylvania Child Welfare practice, the *Pennsylvania Standards for Child Welfare Practice*, and the outcome measures from the CFSR in the areas of safety, permanence, and well-being. Consultants must also be experienced with well-developed presentation, facilitation, and group process skills.

In FY 2007/2008, the Training Program revised and implemented a consultant interview, selection, and assessment process. The Training Program also finalized the Development of Consultants (DOC) training. The DOC prepares prospective consultants for assignments in county Children and Youth Agencies that have requested technical assistance. By attending the DOC, consultants are able to:

- ❖ Understand the role of a Child Welfare consultant;
- ❖ Describe the Organizational Effectiveness processes and framework used to enhance Child Welfare organizations;
- ❖ Describe the basics of Pennsylvania's major initiatives and programs that may need the guidance of consultants in county Children and Youth agencies; and
- ❖ Discuss basic legal underpinnings of the Child Welfare system, as well as the CFSR's impact on Child Welfare practice in Pennsylvania.

In FY 2007/2008, the Training Program brought in five (5) new consultants through the Development of Consultant training.

## **COORDINATE, MARKET, AND DELIVER TRAINING, TRANSFER OF LEARNING, AND TECHNICAL ASSISTANCE**

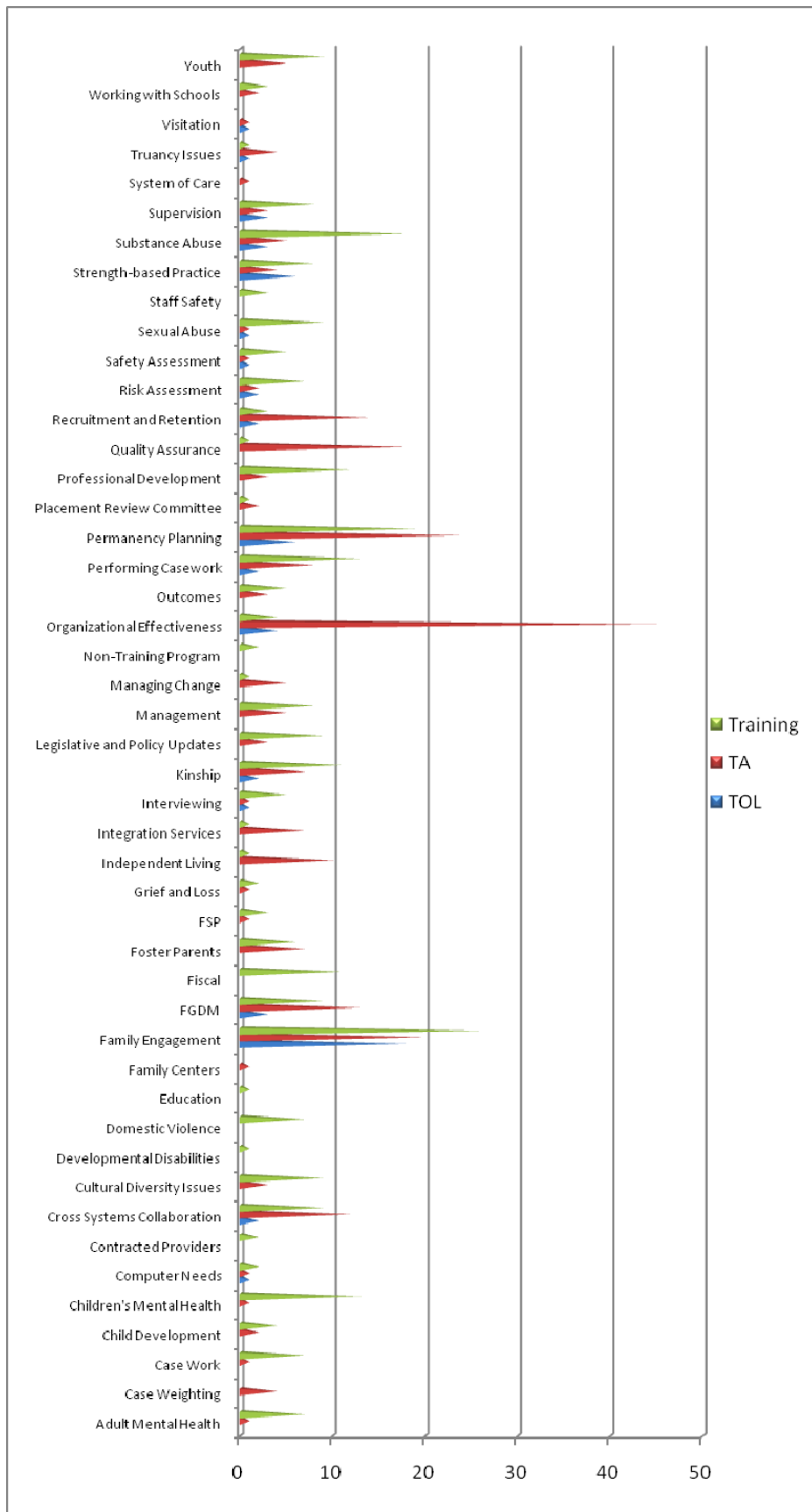
The Training Program offers training, transfer of learning, and technical assistance to Child Welfare Professionals, as well as county Children and Youth Agencies. These services are made available at the local level in order to ensure that the unique needs of county Children and Youth Agencies are being served. Quality assurance is maintained in products that are developed through centralized processes.

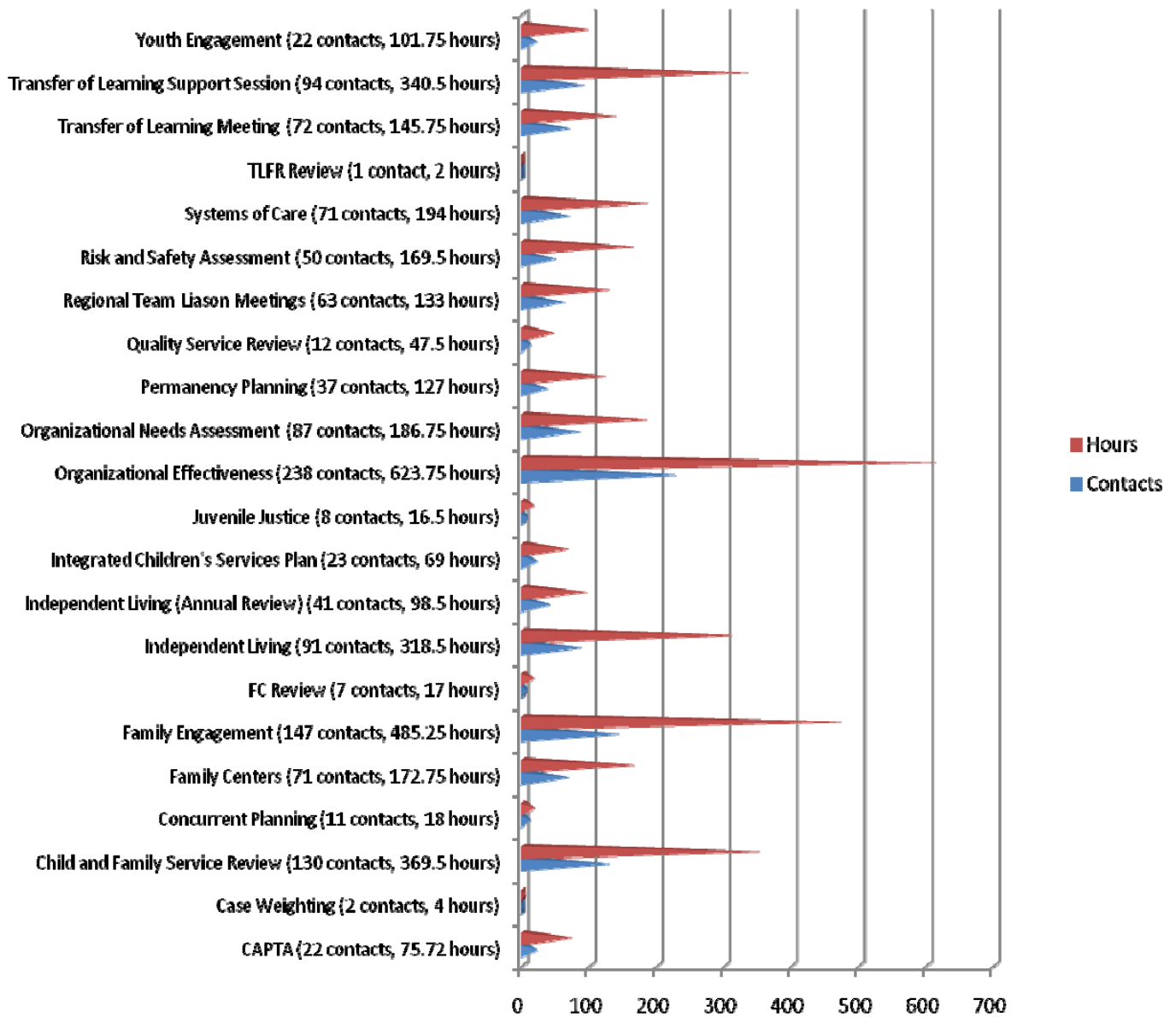
## Training

Training is designed to provide Child Welfare Professionals with the attitude, knowledge, and skills necessary to provide quality services related to the protection of abused and neglected children and to stabilize families.

In FY 2007/2008, the Training Program delivered 2,091 workshops consisting of 2,787 days of training. A total of 21,110 participants attended training with 1,106 Child Welfare Professionals receiving at least 1 day of *Charting the Course* training.

| <b>Type of Workshop</b>                  | <b>Number of Workshops</b> | <b>Number of Days</b> | <b>Number of Hours</b> |
|--|----------------------------|-----------------------|------------------------|
| <b>Charting the Course</b>               | 665                        | 880                   | 5280                   |
| <b>Traditional CORE</b>                  | 38                         | 80                    | 480                    |
| <b>Supervisor Training Series (CORE)</b> | 44                         | 176                   | 1056                   |
| <b>Specialized and Related Training</b>  | 1344                       | 1651                  | 9903                   |
| <b>TOTAL</b>                             | 2091                       | 2787                  | 16719                  |





## **Statewide Training Information**

- **Foundation Skills**

| <b>Title</b>   | <b>Days</b> |
|--|-------------|
| <i>501 Leadership Academy: Foundations of Leadership</i>   | 8           |
| <i>521 Charting the Course Towards Permanency for Children in Pennsylvania: An Administrators Overview</i> | 8           |

- **Specialized and Related**

| <b>Title</b>  | <b>Days</b> |
|---|-------------|
| <i>411 Overview of Child Welfare and Fiscal</i>                   | 3           |
| <i>411 Act 148 Invoicing</i>                                      | 6           |
| <i>411 Overview of Child Welfare Service Provider Contracting</i> | 4           |
| <i>521 CFSR Onsite Review Instrument Training</i>                 | 19          |

- **Juvenile Justice Specific Trainings**

| <b>Title</b>   | <b>Days</b> |
|--|-------------|
| <i>501 Leadership Academy: Foundations of Leadership</i> | 8           |

- **Family Center Specific Trainings**

| <b>Title</b>   | <b>Days</b> |
|--|-------------|
| <i>205 The Caseworker in the Courtroom: Preparing and Presenting a Child Welfare Case in Court</i> | 2           |
| <i>207 Introduction to Family Group Decision Making Part 1</i>                                     | 4           |
| <i>301 Engaging Clients from a Strength-Based, Solution-Focused Perspective</i>                    | 4           |



|   |   |
|---|---|
| 305 <i>Practical Parenting for Adolescents (12-17 years)</i>                      | 1 |
| 305 <i>Practical Parenting for School Aged Children</i>                           | 1 |
| 306 <i>Connecting the Dots: Outcomes and Quality Assurance for Family Centers</i> | 3 |
| 306 <i>Peer Review Training</i>   | 4 |
| 400 <i>The CPS Worker: Making the Case for Safety</i>                             | 4 |

## **Transfer of Learning and Technical Assistance**

The Training Program provides individualized transfer of learning and technical assistance to county Children and Youth Agencies, per the approval of DPW, through facilitation, meetings with management, coaching, or working with family groups.

In FY 2007/2008, the Training Program provided 2,607 hours of on-site transfer of learning and technical assistance for 65 county Children and Youth Agencies in the following practice improvements areas:

- **Concurrent Planning**

Concurrent Planning includes the development of a contingency or back-up permanency plan for the child at the time of placement in the event that reunification cannot be achieved.

- **Family Engagement**

Family Engagement practices empower families to make well-informed decisions and plans to keep their children safe and to ensure the formation of life-long relationships with their families, in whatever way they define family, and their communities. These practices are underscored by the basic principle that the inherent strengths of families and their resources can be engaged to respond to the safety, permanence, and well-being needs of children. Effective family engagement begins with the formation of a collaborative partnership with families, communities, and all helping agencies within each community. The collaborative partnership guides the development of a vision and mission, assessment of involved organizations, and strategic planning for change and implementation. One growing Family Engagement practice in Pennsylvania is Family Group Decision Making (FGDM).

- **Independent Living**

Independent Living Programs exist in each county of Pennsylvania to prepare and support youth in foster care to successfully transition from the substitute care system and to maximize their potential as members of the community. This transition requires significant support, which can only occur through collaborative efforts across services, systems, and with the involvement of key stakeholders.

- **Integrated Children's Services Plan**

Integrated Children's Services Plan (ICSP) is a way of providing services that is inclusive of families, county Children and Youth Agencies, community partners, and helping agencies who work together to provide culturally competent and coordinated support and services that are child-centered and family-focused for all children, youth, and families. To build an integrated system, collaborative partners, including families and youth, must first look to the services and functions provided within each agency and then work to build those services and functions into one comprehensive system. Supporting the integration of services, which touch the lives of children and families across Pennsylvania, involved organizational and systems assessment, strategic planning for integration, and communication planning. ICSP often dovetails with Systems of Care.

- **Organizational Effectiveness**

Organizational Effectiveness (OE) provides a framework for a systemic and dynamic approach to improving an organization's capacity for performance. OE underscores the importance of viewing an organization through its operations, key processes, systems and strategies. Effective change management generally begins with the engagement of upper and middle managers within an organization and extends to all of its members. Once on board, the team assesses the agency need; it evaluates change, anchors new approaches within the agency culture, and guides strategic planning for continued change and implementation of best practices.

- **Quality Service Reviews**

Quality Service Reviews (QSRs) provide a means to assess the quality of casework practice. The reviews being used in Pennsylvania are patterned after the Child and Family Services Review (CFSR) established by the Federal Administration for Children and Families (ACF). They are designed to help improve Child Welfare services and the outcomes for children, youth, and families who receive services by identifying strengths and needs within county Children and Youth Agency programs, as well as areas where technical assistance can lead to program improvements.

- **Risk and Safety Assessment**

Risk and Safety Assessment is a primary responsibility of all Child Welfare staff and are a crucial skill in successfully working with children and their families. Being able to accurately assess risk to a child may save a child's life. Accurately assessing safety threats and indicators will allow a plan to be developed that will enable a child to safely remain in their own home. The Department of Public Welfare (DPW) has created specific protocols for risk and safety assessment that, when followed correctly, will facilitate a complete, strength-based, and valuable assessment to serve as a baseline of information for safety and service planning. Child Welfare staff will be equipped to perform their job fully and ultimately improve outcomes for children and families by being completely familiar with the required process for risk and safety assessment.

- **Systems of Care**

A Systems of Care (SOC) is a synchronized network of families, communities, and helping agencies working together to provide culturally competent and coordinated support and services that are child-centered and family-focused for all children, youth, and families. To build a SOC network, collaborative partners, including families and youth, must first look to the services and functions provided within each agency and then work to build those services and functions into one comprehensive system. Supporting the SOC effort across Pennsylvania involves organizational and systems assessment, strategic planning for integration, and communication planning. In Pennsylvania, SOC is closely tied to ICSP.

- **Transfer of Learning**

Transfer of Learning (TOL) Support Sessions include activities designed to enhance the transfer of knowledge and skills from training to the job, promote knowledge and skill development of Child Welfare Professionals, and support effective learning. TOL Support Sessions are implemented through a partnership between Training Program staff, county Children and Youth Agency representatives (i.e. supervisors and administrators), and Trainees.

- **Youth Engagement**

Youth Engagement practices empower youth and young adults to reach their fullest potential and convey the strengths and values that all youth possess. In addition, these practices encourage youth and young adults to be active participants in the individual and system level decisions that impact their lives. Engaging youth and young adults provides invaluable feedback not only for individualized planning, but for evaluating and improving the array of IL services

and supports that aid in their transition to adulthood. Effectively engaging youth begins with actively listening to them, and acknowledging that their perspectives are critical to the system that exists to protect and seek their best interests. To aid Youth Engagement efforts in Pennsylvania, the Training Program began employing youth ambassadors in FY 2005/2006. The purpose of including youth ambassadors on staff was to provide a youth perspective, as well as the opportunity to voice youth-related issues and concerns, in the development and implementation of Training Program products and services.

| <b>TRANSFER OF LEARNING AND TECHNICAL ASSISTANCE PROVIDED FOR COUNTY CHILDREN AND YOUTH AGENCIES</b> | <b>TOTAL HOURS</b> |
|--|--------------------|
| <i>Concurrent Planning</i>   | <b>18</b>          |
| <i>Family Engagement</i>   | <b>159.25</b>      |
| <i>Independent Living</i>  | <b>250.50</b>      |
| <i>Integrated Children's Services Plan</i>   | <b>15.50</b>       |
| <i>Organizational Effectiveness</i>  | <b>1341.50</b>     |
| <i>Quality Service Reviews</i>   | <b>146.50</b>      |
| <i>Risk and Safety Assessment</i>  | <b>84.50</b>       |
| <i>Systems of Care</i>   | <b>109.50</b>      |
| <i>Transfer of Learning</i>  | <b>461.25</b>      |
| <i>Youth Engagement</i>  | <b>20</b>          |

In FY 2007/2008, the Training Program also provided or assisted in the delivery of the following regional and statewide opportunities:

- ❖ 4 Statewide Adoption and Permanency Network (SWAN) and Independent Living (IL) Regional Meetings – collaborated with SWAN's prime contractor, Diakon Family Design Resources (FDR), to provide these events
- ❖ 1 SWAN Statewide Meeting: Summer 2007
- ❖ 1 SWAN Statewide Meeting: Winter 2007
- ❖ 4 Youth Advisory Board (YAB) Statewide Meetings
- ❖ Supervisor Training Event in Fall 2007 entitled "Human Resources: Integrating the Laws and Practices to Successfully Supervise in Your Agency" (individuals who attend are inclusive of public, private, and state representatives) – collaborated with the Supervisory Training Advisory Group (STAG) to provide these trainings
- ❖ Supervisor Training Event in Spring 2008 entitled "The Changing Face of Child Welfare" (individuals who attend are inclusive of public, private, and state representatives) – collaborated with the Supervisory Training Advisory Group (STAG) to provide these trainings

- ❖ The annual Diversity Task Force Training Event entitled “You and I: The Effect of Child Welfare Outcomes for Diverse Cultures” was held on 4/30/2008
- ❖ The Leadership Academy Training Event entitled “Keeping Competent and Committed Staff” was held on 5/7/2008 in collaboration with the Leadership Academy Quality Assurance Committee (individuals who attend include public, private, and state representatives)
- ❖ Provided 208 SAT Waivers to IL youth through the IL Project’s SAT and College Fee Waiver Program
- ❖ Interviewed substitute care youth from 30 county Children and Youth Agencies for the purpose of evaluating the effectiveness of IL and Child Welfare services aimed at aiding youth in transition. These interviews were done as part of the annual IL site visits/reviews. In addition, conducted approximately eight focus groups with youth as part of the Child and Family Services Review process to incorporate youth feedback into the Statewide Self-Assessment.

### **Continuing Education Credits for Social Workers**

Continuing its collaboration with the University of Pittsburgh’s Continuing Education Department, the Training Program offers continuing education (CE) credits for Licensed Social Workers (LSWs), Licensed Clinical Social Workers (LCSW), Licensed Professional Counselors (LPC), and Licensed Marriage and Family Therapists (LMFT).

In FY 2007/2008, the Training Program awarded over 9,000 professional continuing education credit hours to participants.

In addition, the Training Program collaborated with the following organizations to provide continuing education credits for their training events:

- Processed requests from five (5) different agencies: PA Family Support Alliance, Special Kid’s Network, Bucks County C&Y Advisory Board, Dauphin County Human Services and Berks County C&Y
- Among the five (5) agencies listed above there were thirty-one (31) different trainings where 270 participants were issued continuing education credits.

## **COMMUNICATION, COLLABORATION, AND QUALITY ASSURANCE WITH KEY STAKEHOLDERS**

The Training Program utilizes a comprehensive approach, which includes communication, collaboration, and quality assurance with key stakeholders, for the development of curriculum, delivery of training, transfer of learning, and technical assistance, and on-going review of the Training Program’s success. One component of this approach is the establishment of Quality Assurance Committees (QUACs), Advisory Groups, and Project Teams. In addition, the Training Program continually solicits

feedback through regular contact with county Children and Youth Agencies, the Department of Public Welfare (DPW), and Private Provider Agencies.

In FY 2007/2008, the number of outside agencies approved to use training/meeting space in our building as of June 30, 2008 was 113 and the number of meetings/trainings held in our building by outside agencies was 421.

In FY 2007/2008, the following Quality Assurance Committee was hosted by the Training Program.

- Leadership Academy QUAC

In FY 2007/2008, the Training Program held five QUACs on the following topic areas:

- Service Provider Contracting
- Family Group Decision Making with Domestic Violence Families
- Interstate Compact
- Adolescent Issues
- Concurrent Planning
- Latino Culture

In FY 2007/2008, QUACs, Advisory Groups, and Project Teams for the Training Program included:

❖ **Diversity Task Force**

The Diversity Task Force is committed to issues of human diversity in child welfare. Membership includes individuals from county Children and Youth Agencies, DPW, and *the Training Program, as well as trainers and foster parents*. In FY 2007/2008, the Diversity Task Force established its own portion of the Training Program website, which includes culturally-sensitive resources. In addition, they reviewed and contributed to the development of the Latino Awareness curriculum and the revision of the Valuing Diversity curriculum for caseworkers. They assisted in review and recommendations for inclusion of LGBTQ (Lesbian, Gay, Bisexual, Transgender and Questioning) Manual, which is now posted on the Training Program website. Further, they held the training event, "You and I: The Effect of Child Welfare Outcomes for Diverse Cultures," during which recommendations were developed for dealing with culturally-sensitive issues surrounding foster care, disparity and poverty. They began planning for incorporation of Considering the Diversity Factor in Training: A Trainer's Handbook into a more comprehensive inclusion in the Development of Consultants and the Development of Trainers programs for the Training Program.

### ❖ **Leadership QUAC**

The Leadership QUAC is a collaborative effort of the Pennsylvania Children and Youth Administrators Association (PCYA), DPW, and the Training Program. During FY 2007/2008, the Leadership QUAC continued to develop the components of an administrator certificate program, as well as identify topic areas to be trained at the PCYA quarterly meetings. The Leadership QUAC also planned the Leadership Academy Training Event.

### ❖ **Supervisor Training Advisory Group (STAG)**

The STAG is responsible for assisting in the development of the agenda for the Supervisor Training Events, as well as identifying the topic areas of additional standard workshops to be developed for supervisors. In FY 2007/2008, the STAG provided guidance and leadership in the development of the Fall 2007 and the Spring 2008 Supervisor Training Events.

### ❖ **Consultant and Trainer Advisory Group (CTAG)**

The CTAG was formed in response to the need to provide Consultants and Trainers with increased communication with the Training Program. The CTAG works to increase professional development opportunities for Consultants and Trainers and promotes pride and belonging as an integral part of the Training Program. The input from Consultants and Trainers assists the Training Program in ensuring that materials are relevant to their current needs. During FY 2007/2008, the CTAG:

- Designed the Consultant and Trainer website with specific information to meet their growing needs
- Implemented the trainer feedback form and process
- Advocated and planned for required professional development training hours for Consultants and Trainers.

### ❖ **CAPTA Workgroup**

Act 146 of 2006 provided Pennsylvania with the necessary statutory requirements for full compliance with the Federal Child Abuse Prevention and Treatment Act (CAPTA). As part of those requirements, Pennsylvania is to establish Citizen Review Panels. The Department of Public Welfare (the Department) has embraced the requirement to establish citizen review panels by reconvening the CAPTA Workgroup to assist with implementing the Citizen Review Panels. Consisting of volunteers from a variety of backgrounds and specialties, the CAPTA Workgroup assisted with drafting statutory language that became Act 146.

In FY 2007/2008, the Training Program collaborated with the Department to staff the CAPTA Workgroup. Workgroup meetings continued monthly through the end of the fiscal year. The workgroup met to build the foundation of what will become Pennsylvania's citizen review panel process. This process seeks to strengthen the child welfare system by providing opportunities for members of the community to take an active role in protecting children from abuse and neglect. The mission of the workgroup is to facilitate citizen participation and provide opportunities for citizens to evaluate state and local child welfare systems to ensure that these systems:

- Provide the best possible services ;
- Prevent and protect children from abuse and neglect; and
- Meet the permanency needs of children.

The vision is that, as a result, Pennsylvania children will have the opportunity to develop to their full potential living in nurturing, safe, healthy, permanent families.

Eight Citizen Review Panels will be established across the Commonwealth. The first phase will consist of a total of three panels in the north west, south central and north east regions of Pennsylvania. The panels are required to meet at least quarterly and provide annual recommendations to the Department regarding the continuous improvement of child welfare services in Pennsylvania.

Citizen Review Panels are composed of volunteer members, including individuals with expertise and interest in the prevention and treatment of child abuse and neglect. Citizen Review Panels evaluate practices as well as policies and procedures, develop a means for public outreach, and prepare an annual report highlighting panel activities and recommendations to improve child welfare services.

The Training Program provides a program development specialist to assist in staffing the workgroup along with administrative assistance. Additional staff support is provided by all Departments of the Training Program in order to assure seamless delivery of service.

#### ❖ **Juvenile Justice Steering Committee**

The Bureau of Juvenile Justice Services (the Bureau) was awarded a grant from the John D. and Catherine T. MacArthur Foundation to develop training for staff at the State Youth Development Centers and Youth Forestry Camps. The Training Program entered into an intergovernmental agreement with the Bureau to assist in the development and delivery of these trainings. The training will be divided into four series focusing on four areas, clinical counseling, mental health,



substance abuse and mental retardation/ learning disabilities. In FY 2007/2008, the Training Program:

- Conducted 12 focus groups to assist in the process of content development.
- Planned for and scheduled four (4) leadership training sessions.
- Reviewed content pieces in existing Bureau of Juvenile Justice curriculum as it relates to clinical counseling.
- Reviewed existing content as it relates to Transfer of Learning.
- Reviewed the Master Case Planning System and related resources developing the clinical counseling outline.
- Developed monthly and quarterly reports.
- Reviewed outlines, state regulations regarding training, or spoke with state representatives and professionals in juvenile justice in at least 30 states.
- Delivered two-sessions of Foundations of Leadership course.
- Made arrangements for four sessions (flyers made, rooms scheduled, materials ordered, copied and shipped to trainer) of Foundations of Leadership.
- Sent trainer packets to individuals interested in facilitating JJ training. (names of persons submitted by BJJS and other recruited individuals)
- Conducted outreach through the Trainer's Palette to solicit interest and set trainer guidelines for the juvenile justice curriculum.
- Made several changes to Encompass to include the addition of YDC/YFC staff.
- Worked closely with the Technology Development Department to ensure that the structure of Encompass could support the tracking of JJ specific information.
- Developed new evaluation forms, new certificates and new registration forms.

❖ **Child and Family Services Review**

- The Training Program provided staff to partner with DPW to coordinate the 2008 CFSR Review. The process included organizing a key stakeholders group as well as conducting several focus groups, especially the youth group. The three identified counties, Philadelphia, Allegheny, and Northumberland, went through extensive training and preparation for the week of the review. In addition, the state reviewers went through preparatory work. The results will be the foundation of the Program Improvement Plan.

In addition, the Training Program participated on the following statewide committees:

- ❖ Child and Adolescent Service System Program (CASSP) Advisory Committee

- ❖ Family Group Decision Making Leadership and Implementation Teams and Sub-Committees
- ❖ Fiscal Workgroup
- ❖ CAPTA
- ❖ Practice Standards
- ❖ Safety
- ❖ Integrated Children's Services Plan (ICSP) Stakeholders Advisory Committee
- ❖ IV-B Planning Committee
- ❖ Recruitment and Retention Committee
- ❖ Risk Assessment Task Force (RATF) and sub-committees
- ❖ Statewide Adoption and Permanency Network (SWAN) Advisory Committee
- ❖ Statewide Quality Assurance Committee
- ❖ Systems of Care Management Team
- ❖ CFSR Steering Committee
- ❖ Achieving Independence Center Advisory Board

In addition, the Training Program accomplished the following during FY 2007/2008:

- ❖ Participated in the development of a new Safety Assessment tool and curriculum for the Department of Public Welfare in Philadelphia.
- ❖ Produced and distributed six (6) editions of *The Palette* newsletter for Consultants and Trainers.
- ❖ Produced and distributed the monthly newsletter, *County Connection*, to county Children and Youth Agency Training Liaisons and Administrators.
- ❖ Produced and distributed the email resource updates for cross-system partners, the Pennsylvania State Resource Parent Association, and SWAN affiliates
- ❖ Wrote articles for *SWAN Network News*
- ❖ *Family Centers Newsletter*
- ❖ *IL Quarterly Resource Guide*

## **COMPUTER SUPPORT, APPLICATION DEVELOPMENT, AND REPORTING**

The Training Program has expanded its technology capacity over the years to create a system that includes computer support, application development, and reporting for staff, as well as key stakeholders. The Training Program provides day-to-day administration, maintenance, and support of computer systems and networks. Its application development capabilities include analysis, design, development, testing, and implementation of applications, as well as website management. In addition, data is collected and reported regarding all Training Program activities using computerized databases and other Management Information Systems (MIS).

In FY 2007/2008, the Training Program resolved approximately 264 help desk tickets, provided network and infrastructure support for its staff, and provided on-site computer assistance to approximately 319 on-site functions.

In FY 2007/2008, the Training Program developed or revised the following applications to assist staff, as well as county Children and Youth Agencies with practice improvement efforts:

❖ Encompass

- Juvenile Justice: Created position types for BJJS staff, added educational types, agency information, and modified the course table to accommodate the entry of BJJS courses.
- Organizational Needs Assessment (ONA): Created a module to collect ONA data in an effort to draw trends for future reports and training calendar development.
- FGDM Outcomes Survey: Development of an additional set of forms and tables for the Plan Summary Background and the Summary Follow -up. Reports for these 2 surveys are currently under construction.
- Charting the Course: Created a screen to allow users to register a trainee for all 15 modules of Charting the Course at once.
- Trainee: Added a grid to the View and Modify Trainee pages that shows what workshops Trainees are currently registered for.
- Transfer of Learning: Re-developed this module to add flexibility in the entering of TOL packages. It can now store standard packages, county driven packages, and shortened versions of a package.
- Fiscal/Consulting: Modified the fiscal and consulting modules to track consulting hours as well as trainer invoicing.

In FY 2007/2008, the Training Program added the Youth Advisory Board website to our list of managed sites. Currently, the Training Program houses three websites, including the Independent Living website, the Youth Advisory Board website as well as the Pennsylvania Child Welfare Training Program website. The Training Program continued to add useful material to its managed websites, as well as provide a valuable resource to its customers by maintaining accurate and timely information.

## CERTIFICATION

The Training Program offers *Charting the Course towards Permanency for Children in Pennsylvania*, and the Supervisor Training Series (STS), to ensure that all county Children and Youth Agency Direct Service Workers and Supervisors complete certification training requirements within 18-24 months of employment.

The Core curricula for direct service workers and supervisors have been developed to ensure uniform training of the foundation level competencies. These curricula are also

organized around the goals of the Child Welfare system and are consistent with the *Pennsylvania Standards for Child Welfare Practice* and outcomes from the Child and Family Services Review (CFSR).

In FY 2007/2008, a total of 80 days of Traditional CORE training, over 850 days of *Charting the Course* training, and over 175 days of Supervisor Training Series were offered throughout the state to assist county Children and Youth Agency Direct Service Workers and Supervisors with meeting certification training requirements. A total of 447 direct service workers and 37 supervisors completed certification during FY 2007/2008.

## RESEARCH AND EVALUATION

The Training Program's Research and Evaluation efforts include the following:

- ❖ Measuring and assessing individual's knowledge, skills, and values acquisition from training;
- ❖ Providing feedback for revisions to curricula;
- ❖ Taking evaluation of training beyond the Level 1 (i.e., participant perception) evaluation; and
- ❖ Tracking impact of training on trainee knowledge acquisition and comprehension as well as skill acquisition.

In addition, the Training Program continued embedded evaluations for Risk Assessment, Family Service Planning, and Interactional Helping Skills to be utilized during *Charting the Course*. The data collected from the embedded evaluations will provide the Training Program with information to assess content and delivery revisions.

In FY 2007/2008, the Training Program also assisted in the development of the following research and evaluation resources:

- ❖ Transfer of Learning (TOL) Assessment Tool: This tool was created for the Engaging Families through a Strength-Based, Solution-Focused Perspective: TOL Package curriculum and designed to collect quantitative data around learning objectives for this specific TOL Package.
- ❖ Consultant Performance Evaluation: This tool was revised to evaluate a Consultant's skills not the service or the content of the service provided.
- ❖ Literature Reviews for research purposes.

## SHARING OUR KNOWLEDGE WITH OTHERS

### Regional and Statewide Events

#### October 2007

- ❖ SWAN/IL Fall Quarterly Meeting – October 17, 2007
  - Family Engagement
    - Christina Fatzinger
- ❖ SWAN/IL Fall Quarterly Meeting – October 23, 2007
  - Family Engagement
    - Christina Fatzinger

#### January 2008

- ❖ SWAN/IL Winter Statewide Meeting – January 29-30
  - Justin Lee
  - Stephen Eidson

#### February 2008

- ❖ Adams County Children's Roundtable – February 2008 – Gettysburg, PA
  - Justin Lee

#### March 2008

- ❖ PA Youth Summit – March 25, and 26, 2008 – Mechanicsburg, PA
  - Justin Lee
- ❖ Youth Advisory Board Presentation – March 2008 – Chester County, PA
  - Justin Lee

#### April 2008

- ❖ PCCYFS Statewide Meeting – April 4, 2008 – Harrisburg, PA - Improving Outcomes for Older Adolescents in the Child Welfare System
  - Stephen Eidson and two youth from Adams County
- ❖ SWAN/IL Spring Quarterly Meeting – April 16, 2008 – Enola, PA
  - Justin Lee
- ❖ SWAN /IL Spring Quarterly Meeting – April 28, 2008 – Philadelphia, PA
  - Justin Lee
- ❖ SWAN/IL Spring Quarterly Meeting – April 29, 2008 – Malvern, PA
  - Justin Lee
- ❖ Diversity Task Force – April 30, 2008 – Mechanicsburg, PA
  - Justin Lee

#### May 2008

- ❖ Supervisory Training Event – May 13, 2008 – Mechanicsburg, PA
  - Justin Lee
- ❖ FGDM Implementation Meeting - May 14, 2008

- Jody Price – Family Engagement
- ❖ Philadelphia Department of Human Services – May 19 and 20, 2008 – Philadelphia, PA
  - Justin Lee
- ❖ Supervisory Training Event – May 22, 2008 – King of Prussia, PA
  - Justin Lee

## June 2008

- ❖ Pennsylvania Association of College and Admissions Counselors Statewide Conference – June 23, 2008 – Harrisburg, PA
  - Unlocking the Educational Potential of Former Foster Youth
    - Stephen Eidson and Barbara Huggins (Youth Ambassador)
- ❖ Adams County Staff Meeting – Youth Advisory Board Presentation –
  - June 11, 2008, Gettysburg, PA
    - Justin Lee
- ❖ Philadelphia Department of Human Services – June 23, 2008 – Philadelphia, PA
  - Justin Lee

## National Events

- ❖ NSDTA Annual Conference – September 30 – October 3, 2007
  - Presented – Region by Region: Improving Outcomes through Organizational Needs Assessments
    - Faye Boulware Bair, Lacey Rapini, Justin Lee, Deborah Mock, Jana Hitchcock
- ❖ National Pathways to Adulthood Conference – Bridges to the Future: Education, Employment, Engagement – May 14-16, 2008
  - Presented Engaging Youth to Improve Child Welfare Outcomes: CFSR and Youth Involvement
    - Justin Lee
    - Samuel Waite and Stacy Jonson (Youth Ambassadors)
- ❖ American Humane Association 2008 Family Group Decision Making Conference – June 3-6, 2008
  - Presented – The Pennsylvania FGDM Leadership Team: Supporting the FGDM Movement
    - Lynn Keltz and members of the FGDM Leadership Team
- ❖ American Humane Association 2008 Family Group Decision Making Conference June 3-6, 2008
  - Presented Bringing Back the Dads and Partnering with the Dependency Court to Promote and Implement FGDM in the Dependency Court System
    - Christina Fatzinger and others

- Presented Strengthening FGDM through Interactional Skills
  - Wendy Unger
- ❖ Served on the National Staff Development and Training Association Board
  - Jerry Sopko

## YEAR IN REVIEW

Dr. Helen Cahalane has commanded a significant shift at the Training Program by instilling the respect and appreciation for evaluation and research, creating a culture of thinking in that approach. The interview with ACF during the CFSR review reinforced the need to incorporate evaluation into all the work we do at the Training Program. Research and evaluation efforts were significant in FY 2007/2008, but the current year will see increased efforts.

The Training Program, in collaboration with DPW, PCYA, and the Stakeholders group prepared for the CFSR 2008 site review. This was an opportunity to assess where the collective strengths and concerns of the practice of child welfare are in Pennsylvania. Significant work was accomplished in preparing the three counties for the review as well as training the state team reviewers. The findings of the review will be the foundation of the Program Improvement Plan, and the blueprint for the future efforts of the Training Program.

As in the past fiscal years, the Training Program has continued to increase efforts to support the counties beyond the training room. The current financial state will definitely impact the way we do business. In collaboration with DPW and PCYA we are in the process of examining delivery of the trainings and the opportunities to promote virtual meetings to continue participation of the key stakeholders. As we enter another fiscal year the Training Program is committed to providing quality programs and service through research and evaluation.

## The Pennsylvania Child Welfare Training Center



The test of the morality of a society is what it does for its children.  
-[Dietrich Bonhoeffer](#)

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