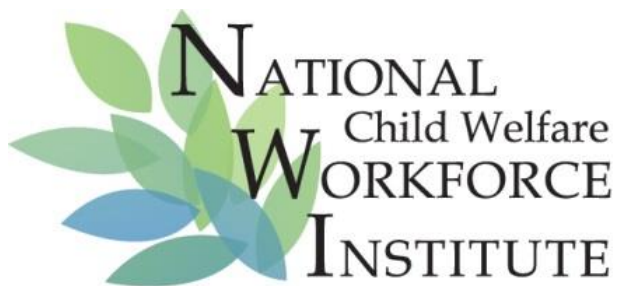


Innovative Organizational Intervention in three Child Welfare Systems



Rockefeller Institute Forum
November 16, 2016

Catherine Lawrence
Mary McCarthy
Nancy Claiborne



Changing ...
Leading ...
Learning ...

Good Afternoon

- NCWWI @ UAlbany School of Social Welfare
- Overview of the workforce development framework
- Workforce assessment tool and process
- Results
- Implementation in local site

MyNCWWI.org

The screenshot shows the MyNCWWI.org website. At the top, there is a navigation bar with the MyNCWWI logo and the tagline "Knowledge you need... your way". The main content area features four featured sections: "NCWWI Workforce Development Framework", "National Webinar Calendar", "NCWWI Resource Library", and "Spotlight: Child Welfare Competency Models". Below these is a "Take a Tour" button and a welcome message. A "Resource Search" sidebar on the right includes a search bar, tag selection, category selection, and order by options. At the bottom, there are two social media feeds: "Category: Mentoring & Coaching" and "NCWWI on Twitter".

MyNCWWI
National Child Welfare Workforce Institute
Learning. Leading. Changing.

MyNCWWI Home
Resources Products and Events
Special Collections Tailored Resources
Customize Your Site Set Up
ncwwi.org About Us

NCWWI Workforce Development Framework
Explore

National Webinar Calendar
Explore

NCWWI Resource Library
Explore

Spotlight: Child Welfare Competency Models
Explore

Take a Tour

Welcome to MyNCWWI, an interactive companion to our website where you can access the best and most current workforce development resources.

Tailor your MyNCWWI experience! Register to personalize the topics and resources listed on the home page so they match your interests and needs

Log In Register

Resource Search

Keyword [?]
Search...

Tags
- Select Tags -

Category
Select Category

Order by
Default

Category: Mentoring & Coaching

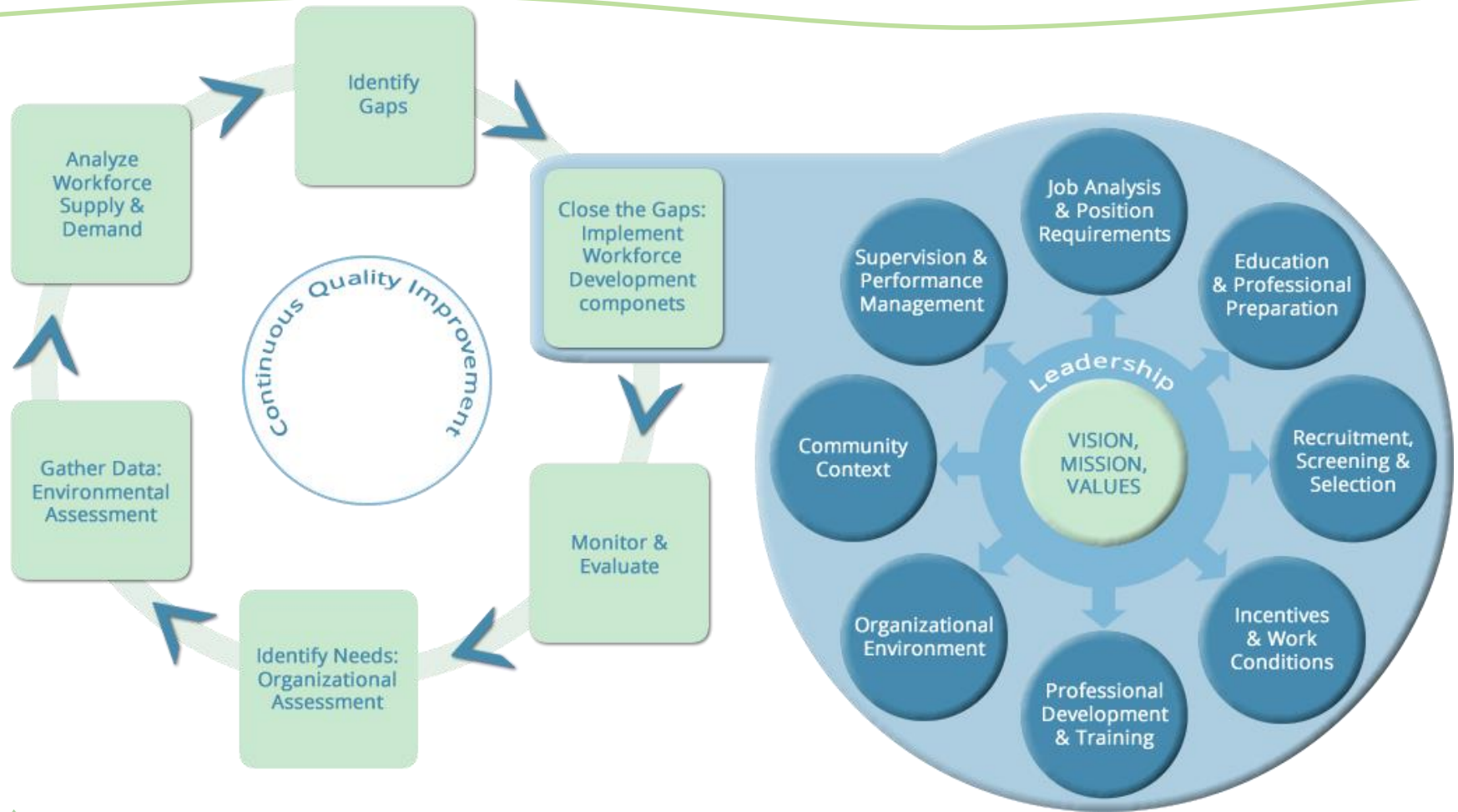
NCWWI Mentoring and Coaching Reference List
Teaming in Child Welfare: A Guidebook
Supervisor Training: Coaching for Successful Practice Training Manual (Indiana)
Supervisor & Mentor Guide FY 2012 (Oklahoma)
Peer Coach Manual (Indiana)

NCWWI on Twitter

NCWWI @NCWWI
MT @UBSSW: Social Worker Safety via @SWcareer ow.ly/Lo79w #Workplace or field, both pose risks of #violence vs. #socialworkers

NCWWI @NCWWI
RT @UBSSW: How to Hire for #Diversity: ow.ly/Lfx1Y <Hmmm...delete salary negotiations from hiring process? #Equity #SocialJustice

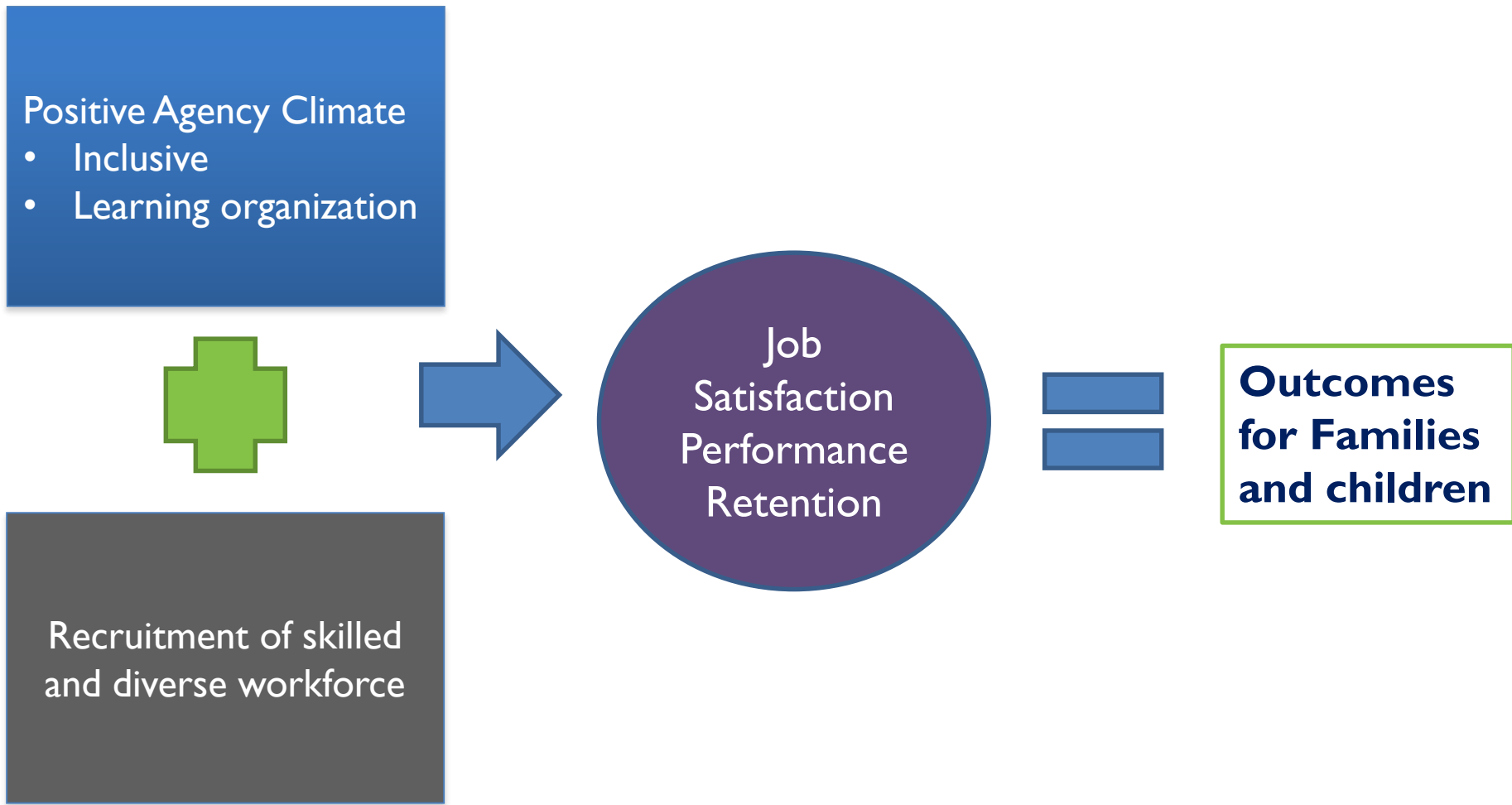
Workforce Development Framework



Methods



- Identify agency needs
 - 2910 surveys (69%)
 - Group and individual Interviews with 508 staff
- Environmental assessment
 - Review of key documents and reports
- Analyze supply and demand
 - HR operations
- Analysis of data to identify gaps



COHA Survey Measures

Individual Factors	Unit-Level Factors	Organizational Factors
Self-Efficacy	Supervision	Psychological Climate
Job Satisfaction	Professional Sharing/Support	Leadership
Intent to Stay	Team Cohesion	Physical Environment
Secondary Trauma	Shared Vision	Cultural Responsiveness
Burnout		Inclusivity
Coping Skills		Readiness for Change
Time Pressure		Public Perceptions of CW
		Community Resources

Close the Gap

Workforce Development Planning Process



Agency-wide change initiatives through:

- Design Teams
- External facilitators
- Leadership training across agency
- Leadership coaches
- On-going assessment

COHA Finding	Response
<p>Low staff morale; Staff feel unappreciated</p>	<p>Staff-led site teams focused on:</p> <ul style="list-style-type: none"> • Staff appreciation • Wellness • Morale
<p>Very low perception of fairness and justice, particularly related to promotions & staffing</p>	<p>Workforce Development upgrade:</p> <ul style="list-style-type: none"> • Competency-based larger system • Leadership training • Career paths • Coaching for supervisors
<p>Very low Readiness for Change</p> <ul style="list-style-type: none"> • Staff are overwhelmed by multiple initiatives • Staff feel uninvolved with decision-making 	<p>Coordination of change efforts:</p> <ul style="list-style-type: none"> • Jurisdiction-wide change initiative • Linked individual change initiatives • Implementation infrastructure

Putting Theory Into Practice: Logic Models and Project Plans

Theory of Change

- Describes our underlying thinking about why we are doing something
- **IF** we do this, **THEN** this will happen.

Logic Model

- Explains in more detail what we expect to do, and how it will **logically lead to improved outcomes.**

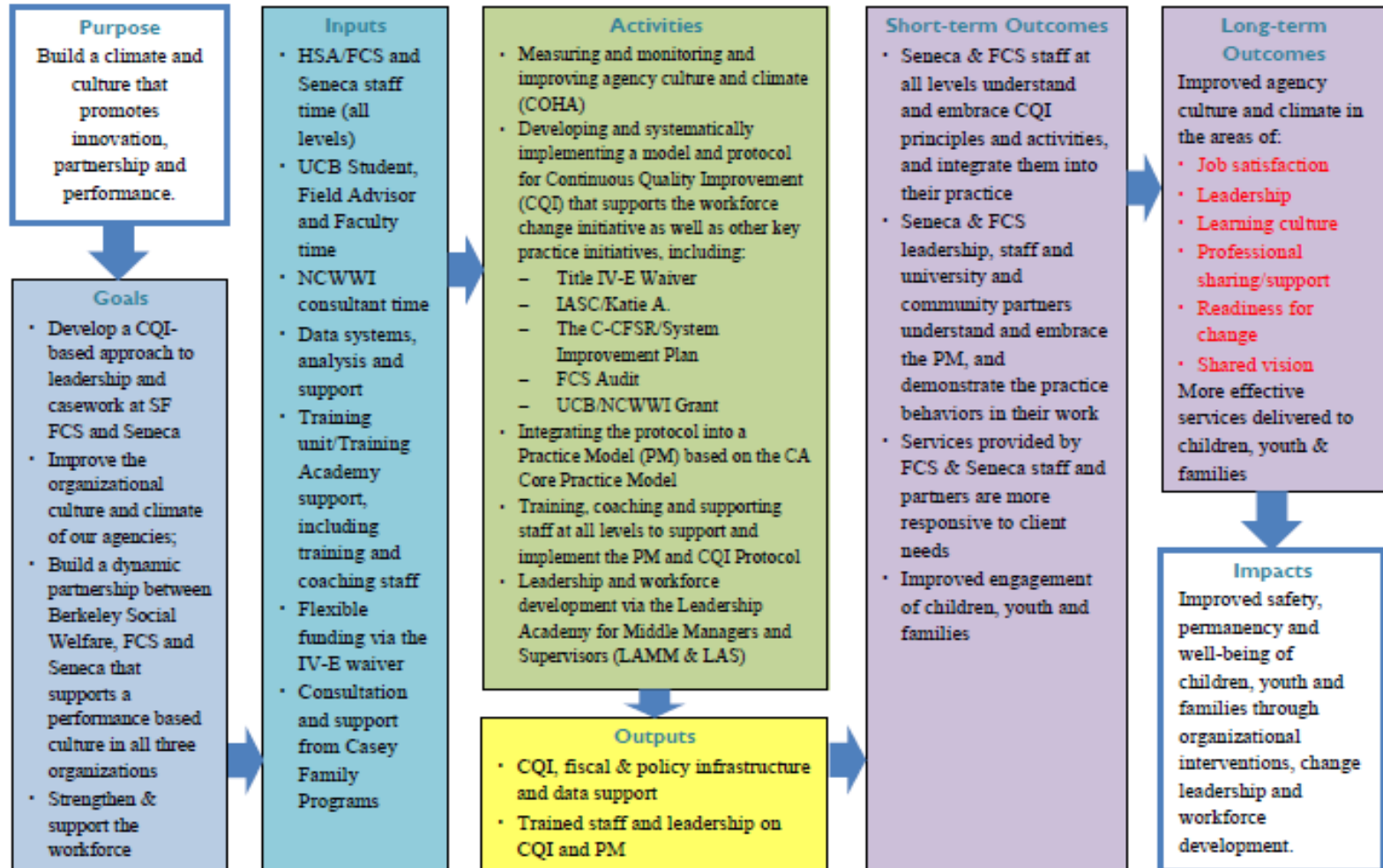
Project Plan

- Establishes timelines and responsibilities for the changes
- **Who does what by when?**

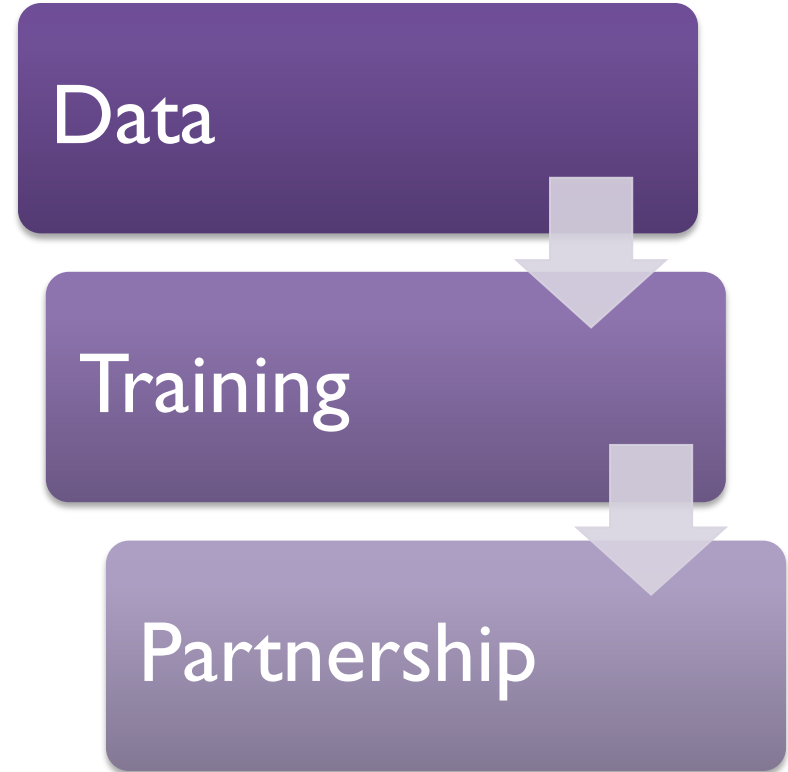
San Francisco/Bay Area Logic Model

Theory of Change: *If we change the culture of the agency to be more data-driven, performance-oriented and team-focused, then our services will become more responsive to families and children's needs, our staff at all levels will improve their services, and outcomes will improve.*

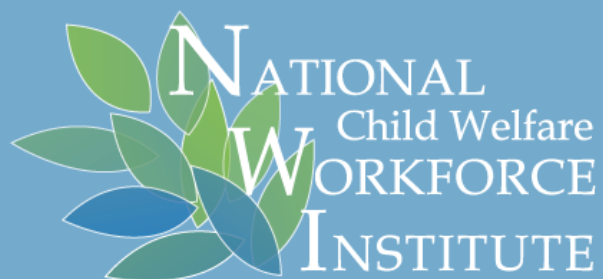
Learning, Leading, Changing



Local government research



Questions?



Changing . . .

Leading . . .

Learning . . .