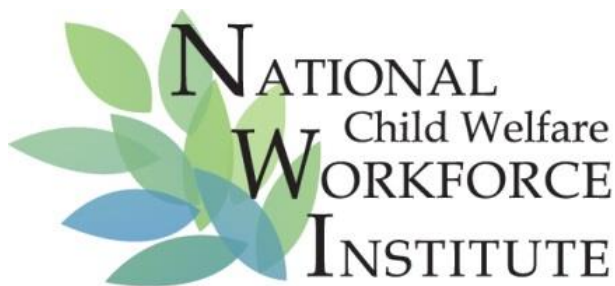


# Innovative Organizational Intervention in three Child Welfare Systems



Rockefeller Institute Forum  
November 16, 2016

Catherine Lawrence  
Mary McCarthy  
Nancy Claiborne



*Changing...*

*Leading...*

*Learning...*

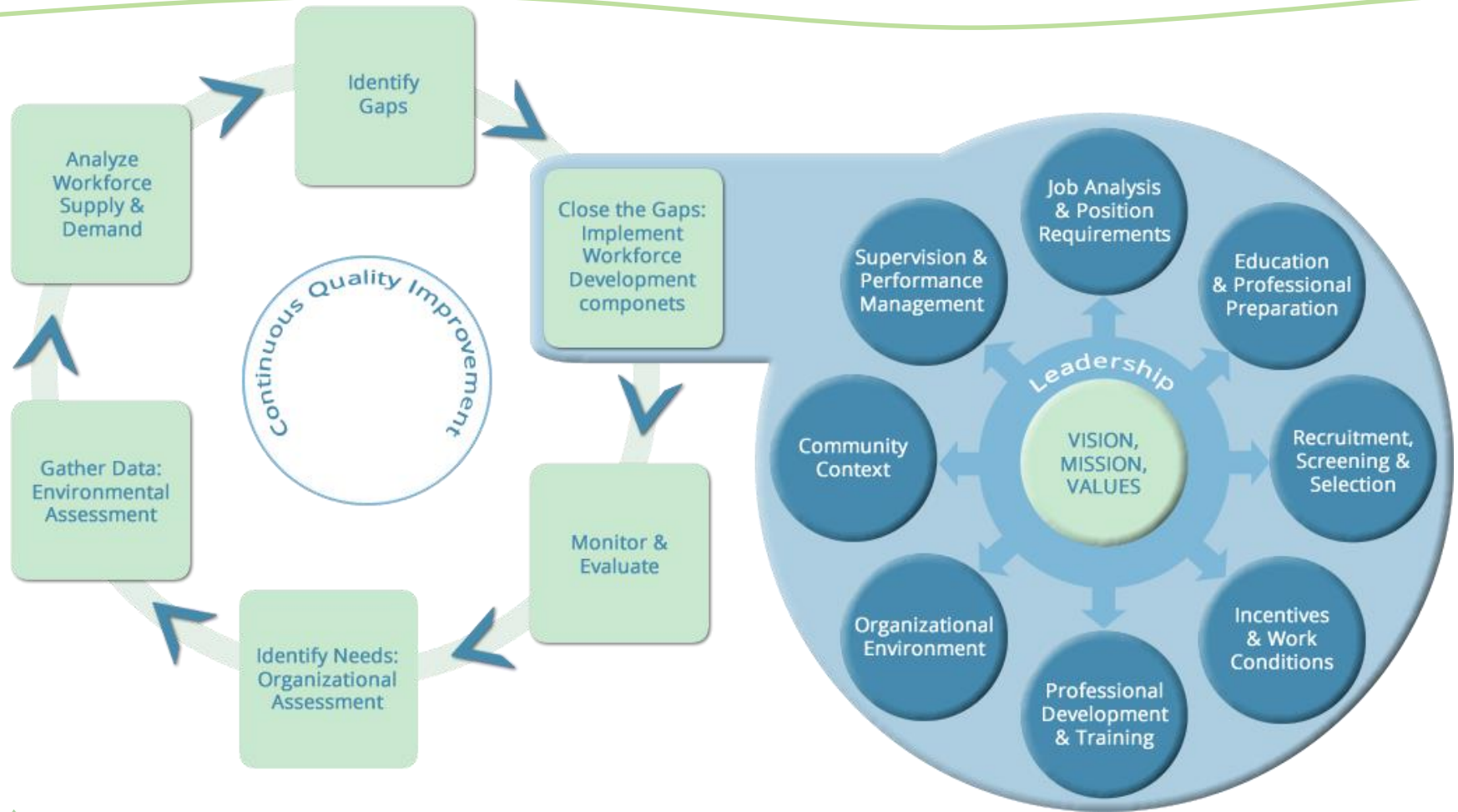
# Good Afternoon

- 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 navigation menu includes "Home", "Resources Products and Events", "Special Collections Tailored Resources", "Customize Your Site Set Up", and "ncwwi.org About Us". Below the navigation bar, there are four main content tiles: "NCWWI Workforce Development Framework", "National Webinar Calendar", "NCWWI Resource Library", and "Spotlight: Child Welfare Competency Models". Each tile has an "Explore" button. To the right of the tiles is a vertical social media sidebar with icons for Facebook, Twitter, YouTube, LinkedIn, and Email. Below the tiles, there is a "Take a Tour" button and a welcome message: "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". To the right of the welcome message is a "Resource Search" section with a "Keyword" search box, "Tags" dropdown, "Category" dropdown, and "Order by" dropdown. Below the welcome message, there are two social media feeds: "Category: Mentoring & Coaching" and "NCWWI on Twitter".

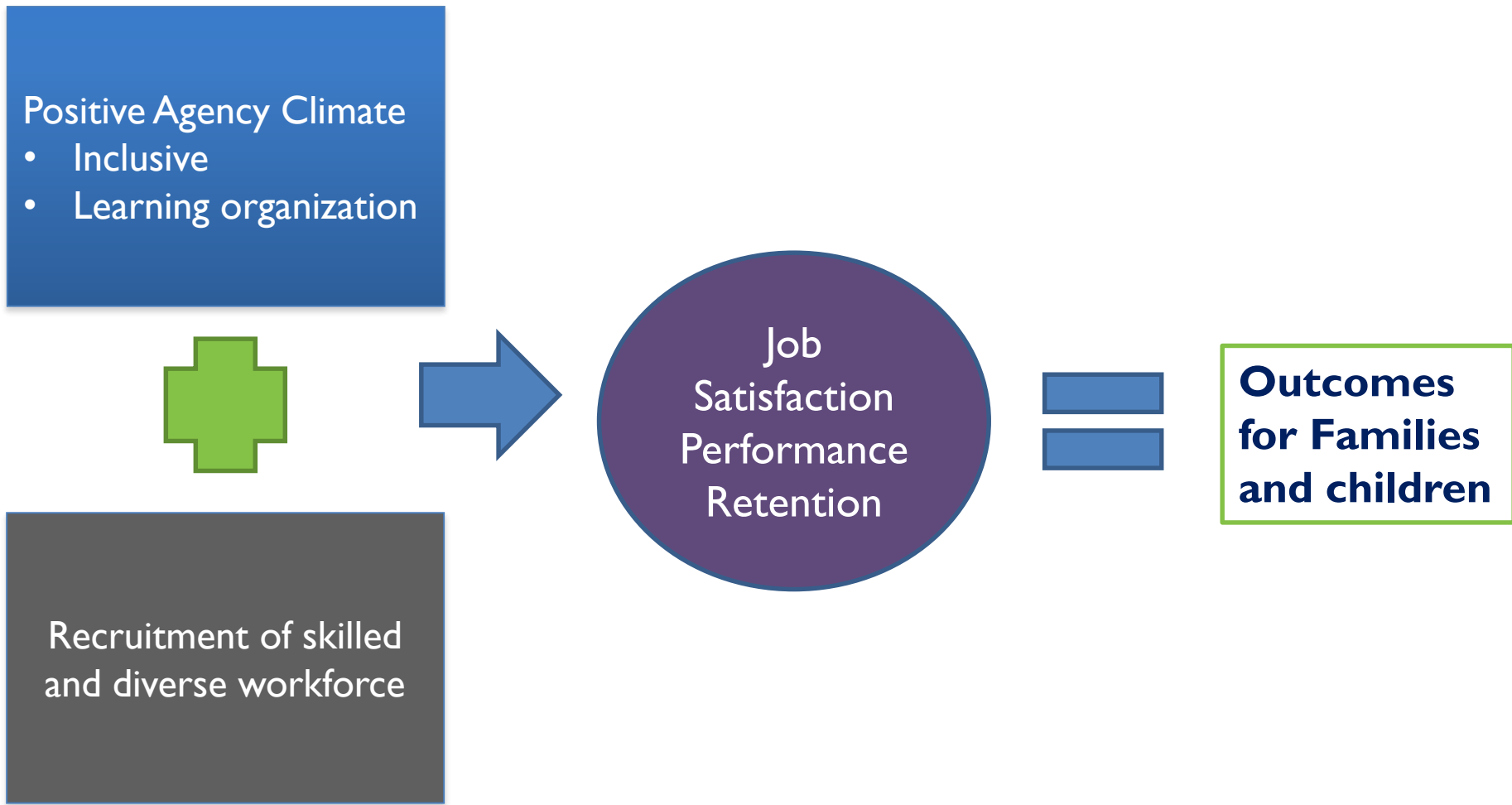
# Workforce Development Framework



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

# 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.**

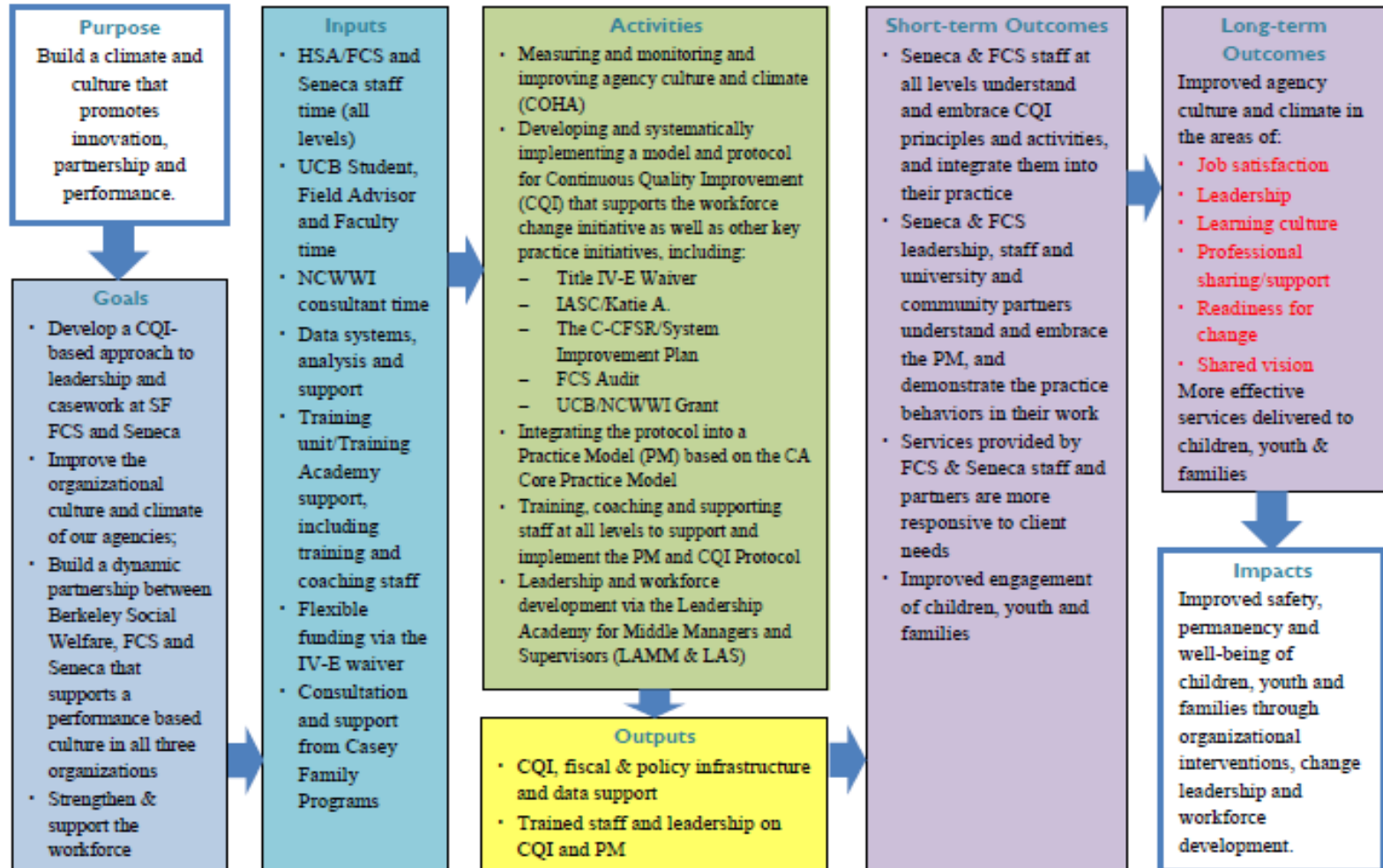
## Project Plan

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

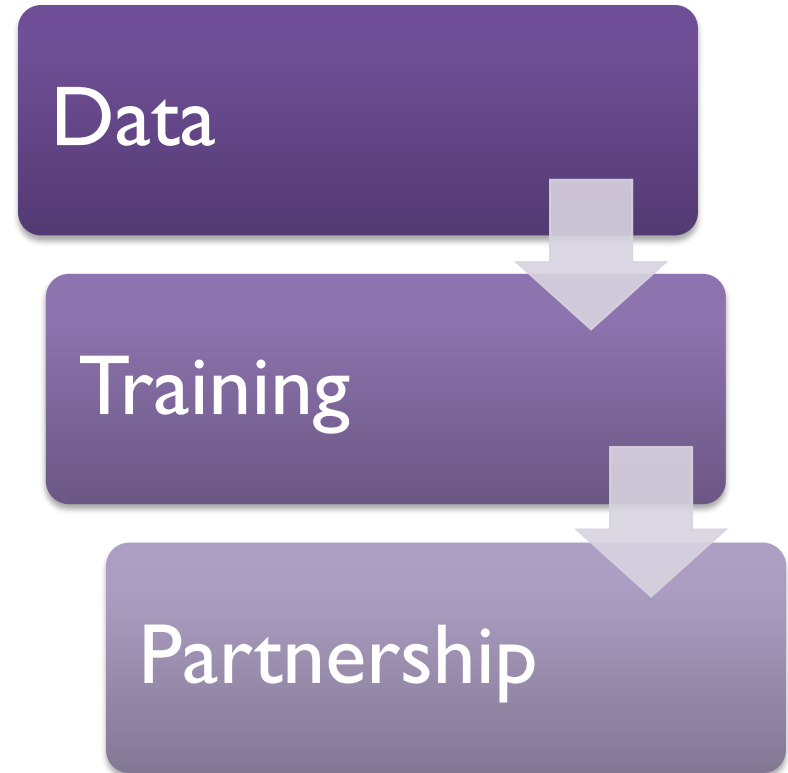
# San Francisco/Bay Area Logic Model

**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.*

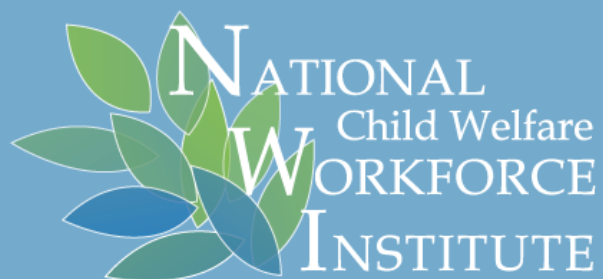
Learning, Leading, Changing



# Local government research



# Questions?



*Changing ...*

*Leading ...*

*Learning ...*