

## **DCDL #9 ATTACHMENT: Statewide Implementation of the Redesigned PST**

### **What to expect when enrolling new hires to the new PST**

- When supervisors in the identified regions have new hires, they are expected to enroll them in the redesigned PST in their region.
- Counties are expected to travel when necessary to attend PST.
- NC DSS will monitor the registration process to ensure that those who are in the identified regions are not enrolled in the current 3-week virtual PST. If a supervisor in the identified region applies for the current 3-week virtual PST on behalf of their worker, they will be contacted and asked to withdraw that application and apply for the redesigned PST.
- Counties not in an Innovation Zone will be prioritized in our virtual Pre-Service. Only if there is no space available in an Innovation Zone training will counties in an Innovation Zone be allowed to enroll in virtual Pre-Service.

### **Applying for Pre-Service Training**

- Process is fairly similar to the current process.
- Upon the new employee accepting the position, supervisors will go to [ncswlearn.org](https://ncswlearn.org) to search for a cohort of the redesigned PST in their region or a neighboring region.
- Supervisors will apply for the course on behalf of their new employee, as they do currently. Supervisors will receive an email confirming that the employee is “Conditionally Enrolled,” and it is imperative that supervisors read the entire email for next steps.
- Upon the hire date, supervisors will ensure that the employee has an agency email address and is set up in [ncswlearn](https://ncswlearn.org). Employees need to be at the agency for at least one week before beginning PST. This is to ensure that agency onboarding activities are completed prior to PST.
- Supervisors need to ensure that the employee’s education information is correct in [ncswlearn](https://ncswlearn.org). This is to properly identify those who are required to attend the Foundation week and those who will be exempt from Foundation.
- Supervisors must send this information to the registrar, [cynethia.escalante@dhhs.nc.gov](mailto:cynethia.escalante@dhhs.nc.gov), and she will fully enroll the employee in the course. Supervisors and the new employee will receive an email and confirmation letter informing them that they are “Enrolled,” with next steps and course requirements.
- In [ncswlearn](https://ncswlearn.org), the cohort start date includes the week to do the self-paced prior to the Foundation week. For example, for the Foundation weeks beginning on February 13, in [ncswlearn](https://ncswlearn.org) the start date will be February 5 because that is when the self-paced modules will open.
- The modules must be completed prior to the start of Foundation.
- Employees who are exempt from Foundation are still required to complete the self-paced modules prior to the start of Foundation.

### **Support for Child Welfare Supervisors of Staff Attending PST**

A supervisor’s role in Pre-Service Training is to promote the transfer of learning from the training classroom to the work with children and families. New workers must practice their newly acquired skills on the job and receive feedback on their performance. Supervisors of new workers have an opportunity

to mold the behaviors and skills these workers will have throughout their careers in child welfare. Supervisors have opportunities to coach, model, and reinforce the information learned in training.

### **Supervisory Guide**

As part of the Pre-Service Training redesign, a Supervisory Guide has been developed as a companion to the training. The purpose of this guide is to provide supervisors with tools and resources to support and lead new child welfare staff as they begin their child welfare journey. The supervisory guide provides supervisors with:

- Skills and behaviors that they can observe in their new workers as they complete their Pre-Service Training and begin their work with children and families.
- Concrete strategies that supervisors can use with their new staff week-by-week as they complete their Pre-Service Training.
- An observation tool that supervisors may use to observe their workers in the field to identify strengths and areas needing development, which can be used to develop professional development plans.

It is essential that supervisors familiarize themselves with the Supervisory Guide and actively use this guide as they onboard new staff and veteran staff alike. The guide is located on the NC DSS Training website and is also attached to this DCCL.

### **Supervisor Community of Practice**

A Supervisor Community of Practice (CoP) Series will be convened during the statewide implementation of the redesigned Child Welfare in North Carolina: Pre-Service Training. Support for supervisors will be provided through a Supervisor Community of Practice Series. Each Supervisor CoP Series will include the following components:

- Overview of the redesigned Pre-Service Training Curriculum
- Office Hours Sessions
- Supervisory Tools
- Resources to Support Supervision of New Child Welfare Workers

### **Office Hours Structure**

As part of the CoP Series, Office Hours will be held monthly for 4 months and then will begin new in the next CoP Series. Each session (the complete schedule of meetings) will begin with a Kick-Off Office Hours where basic knowledge and materials are provided to support supervisors as their new workers attend Pre-Service Training. Following the Kick-Off Office Hours will be three additional Office Hours that highlight important supervisory topics and skills. CoP Office Hours are structured as optional “drop-in” meetings and are designed to stand alone, meaning that a supervisor does not need to attend each meeting. All meetings will be centered around the same structure, which includes icebreaker and grounding activities, learning topics, and skill-building learning labs. The series schedule is as follows:

- Pre-Work prior to the Kick-Off Office Hours: Introduction to the Supervisor Community of Practice Series Webinar
- Office Hours 1: Supervisor Community of Practice Kick-Off
- Office Hours 2: Coaching New Child Welfare Workers

- Office Hours 3: Transfer of Learning
- Office Hours 4: Preparing for Workload Management

The intent of the Supervisor Community of Practice Series is to start over every 4 months repeating the same topics, however the topics will be modified as needed based on feedback from participants, supervisors, changes to the training curriculum, and best practice guidance.

### **Office Hours Format**

Components of Office Hours:

- Welcome, Ice Breaker, and Grounding Activities
- Learning Topics: Supervisory Supports, Resources, and Learning Labs
- Anything Goes Q&A

**Welcome, Ice Breaker, and Grounding Activities:** Each CoP Office Hours will begin with introductions and an opportunity to build relationships with the other CoP participants. During ice breakers and grounding activities, participants will be moved into small breakout rooms to meet peers and begin to build camaraderie. This will increase the level of comfort of the group in asking questions and participating in the CoP Series.

**Learning Topics:** Learning topics for each session are the main feature of the Office Hours. These topics will provide a foundational understanding of the Pre-Service curriculum and concrete strategies and tools for supporting staff through the training process. While the Office Hours are stand-alone, the sequence of the topics is designed to be timely in the context of the Pre-Service curriculum. For example, the Kick-Off Office Hours will help orient participants to the Pre-Service curriculum and the tools that will be available to them.

**Anything Goes Q&A:** The closing of each Office Hours will allow for questions and answers. This portion of the Office Hours will be framed as “anything goes” where participants can ask questions relevant to the Pre-Service Training, the Supervisor CoP, onboarding new workers, or supporting new workers. The question does not need to be aligned with the specific learning topic of the Office Hours. This protected time will encourage all questions, regardless of topic, to be asked. It will also allow for peer-to-peer support to be achieved in real-time.

### **Office Hours Learning Topics**

Supervisor CoP Office Hours Kick-Off

- Pre-service Training Curriculum, Learning Objectives, and Learning Labs
- Overview of Supervisory Support Tools: Transfer of Learning Tool, Supervisor Guide, Observation Tool
- Introduction to Resource Packet (Flyers, Coaching Guide, Supervisory Resources)
- Learning Labs: Paralleling the CoP and Pre-Service Content

The Kick-Off Office Hours will serve as an orientation to the Pre-Service Training from the supervisory perspective. Participants will learn about the Pre-Service curriculum, including the format, cadence, and order of topics covered. The meeting will also orient participants to the supervisor-specific tools to support their workers’ learning during and after Pre-Service. Participants will also be introduced to some

of the learning lab content in the Core Training, providing opportunities to parallel the experiences that their workers will have in Pre-Service.

### **Supervisor CoP Office Hours #1: Coaching New Child Welfare Workers**

- Onboarding Strategies to Support New Workers
- Coaching Principles and Tools
- Learning Lab: Coaching Role Play and Discussion

Office Hours #1 will provide participants an opportunity to brainstorm onboarding support strategies and learn from their peers on best practices. Participants will learn how to effectively use coaching as a supervision and capacity-building tool for workers. Important concepts and tools related to coaching, specifically coaching new workers, will be introduced. Participants will break into small groups of three and role-play a coaching conversation, with an observer giving feedback on the conversation. The learning lab will further emphasize the importance of collaborative conversation when it comes to worker development.

### **Supervisor CoP Office Hours #2: Transfer of Learning**

- Overview of Transfer of Learning
- Brainstorming Strategies for Implementation of Supervisory Tools
- Learning Lab: Observation Tool

Office Hours #2 will bring back the Transfer of Learning (TOL) concepts first introduced in the Kick-Off with the added context of the supervisor-specific tools provided through the CoP Series. Participants will have an opportunity to use peer-to-peer support on the identification and implementation of TOL tools and strategies. Participants will engage in a learning lab activity that builds skills in the understanding and use of the Observation tool.

### **Supervisor CoP Office Hours #3: Preparing for Workload Management**

- Workload Management: Best Practice, Agency Policies, and Workforce Barriers
- Secondary Traumatic Stress and Self-Care: Modeling and Strategies for Supporting the Workforce
- Learning Lab: Crucial Conversation on Worker Self-Care and Emotional Safety
- Ongoing support

Office Hours #3 will conclude the Community of Practice Series by allowing space for supervisors to receive best-practice guidance and peer-to-peer support in preparing workers for their caseloads. Conversation will focus on self-care strategies, from the supervisor and worker perspectives, as a tool for workforce sustainability. Participants will be introduced to different strategies and tools to be used for self-care, such as a self-care plan, as well as ideas for cultivating a person-centered agency culture. Participants will practice engaging in crucial conversations with workers on prioritizing self-care and maintaining good boundaries in case management. The Office Hours concludes with ideas for maintaining peer connections beyond the structure of the Community of Practice Series.

### **Resources**

All Supervisor CoP participants will receive the following resources to reference throughout the series. Some resources will be specifically covered in Office Hours, while others will be supplemental to their engagement in the CoP Series. External resources may be shared throughout the Series as well, either by Office Hours' facilitators or by participants.

Community of Practice Resource Packet:

- Pre-Service Supervisor Guide
- Skill Development Observation Tool
- Weekly Foundation and Core Training Flyers
- Coaching New Child Welfare Workers: Guide for Supervisors
- North Carolina Practice Standards
- Worker Practice Standards
- Supervisor Practice Standards
- Worker Practice Standards Desk Guide
- Practice Standards Assessment
- Self-Assessment
- Peer Review
- 360-Degree Evaluation