

Appendix 3.

A. North Carolina's Training Plan

NCDSS is the umbrella agency for the NC Statewide Training Partnership, which consists of county, division, and university partners. NC's training system is competency based, and as such, county child welfare staff is provided training that addresses the specific knowledge and skills needed to complete their daily job tasks. Training is provided at different levels of depth, appealing to the needs of inexperienced and experienced child welfare staff with 100, 200 (Tier I and Tier II) and 300 series training. Each level of training is geared toward a particular target audience, and serves as a foundation for the next series of training.

Based on the belief that standardized, competency-based foundational and advanced practice training must be provided to all children's services staff, the Division's vision continues to be that of a training system guaranteeing competency-based, job-relevant, accessible, affordable, consistent, timely, and thorough training for child welfare workers. The goal is to enhance the knowledge and skills of our workers to maintain a competent child welfare workforce committed to ensuring safe, permanent, nurturing families for children at risk of abuse, neglect, or dependency. The objectives of the NC Statewide Training Partnership remain to:

- Engage families and youth in the learning system
- Enhance professional development of social workers
- Enhance professional development of supervisors
- Support leadership development among administration and management staff
- Expand training and support to enhance skills of foster parents
- Enhance professional development of trainers
- Incorporate technology and e-learning into the learning system
- Insure evaluation is an integral component of the learning system
- Integrate training, practice, and policy
- Increase understanding of and expand access to the learning system

NCDSS is a child-serving agency within the umbrella agency of the Department of Health and Human Services (DHHS). Therefore, in accordance with 45 CFR 1356.60(b) (2), all training activities will be cost allocated based on the benefiting program concept. Training activity costs will be shared under Title IV-E and other federal and local resources as part of the NCDSS Comprehensive Child Welfare Training Plan. These sources of funding in combination with state appropriations cover the expenses of the entire comprehensive child welfare training program. Training activity costs include performance based contracts with universities to develop curricula and deliver training, as well as operational expenses to support the delivery of training across the entire state; specifically to operate 4 regional training centers.

The Division continues to make numerous training events accessible online through its partnership with the Family and Children's Resource Program, part of the Jordan Institute for Families at the UNC-Chapel Hill School of Social Work. These online training opportunities can also be found at: <https://www.ncswLearn.org>.

The Division also continues to collaborate with the Center for Family and Community Engagement (CFACE) based at North Carolina State University. Through this collaboration, short-term training is provided to child welfare staff, foster youth and community partners that supports family-centered practice and cultural competency.

The NC Statewide Training Partnership is constantly updating and expanding to successfully meet the training needs of the state's child welfare workers. Through the Training Partnership, NC is able to offer counties, small and large, rural and urban, the same quality training experiences to keep them abreast of issues in the ever-changing field of child welfare policies and practices. The North Carolina Division of Social Services is proud of its accomplishments and will build upon these in the future. A well-trained worker is better able to support the families with which they work to more successful outcomes in safety, permanency, and well-being.

Webinars

In a continuing effort to broaden training opportunities using the Internet, the Division sponsors webinars (online seminars) for child welfare professionals. Webinars enable the Division to communicate a variety of important messages about policy and practice to a significant portion of its target audience including direct service social workers, supervisors, managers, and agency directors from county DSS and licensed private child-placing agencies.

The format of these online learning events is modeled on past successful webinars and included presenters selected for their experience, expertise, and perspective. Presenters use evidence-based practice information to give participants tools they could immediately use in their work with families. For each event, handouts (including presenter slides) are developed as appropriate and made available to participants through the Division's online learning portal, www.ncswlearn.org. For some webinars, follow-up documents are prepared and emailed to registered participants after the event. These documents contained answers to key questions brought up in the webinar and provided additional resources. Each webinar lasts 90 minutes and was delivered using Adobe Connect Pro software. This learning platform allows presenters to speak to participants and each other, display PowerPoint slides, and use interactive features such as chat and polling questions.

B. Training Provided to New Child Welfare Social Workers

North Carolina General Statute § 131D-10.6A (b) established the requirement that minimum training standards for child welfare social workers and supervisors needed to be put in place. It applies to all staff hired after January 1, 1988.

The specific guidelines state, "the Division of Social Services shall establish minimum training requirements for child welfare services staff. The minimum training requirements established by the division are as follows:

- Child welfare services workers shall complete a minimum of 72 hours pre-service training before assuming direct client contact responsibilities. In completing this requirement, the Division of social services shall ensure that each child welfare worker receives training on family centered practices and State and federal law regarding the

basic rights of individuals relevant to the provision of child welfare services, including the right to privacy, freedom from duress and coercion to induce cooperation, and the right to parent.

- Child protective services workers shall complete a minimum of 18 hours of additional training that the Division of social Services determines is necessary to adequately meet training needs.
- Foster care and adoption workers shall complete a minimum of 39 hours of additional training that the Division of social services determines is necessary to adequately meet training needs.
- Child welfare services supervisors shall complete a minimum of 72 hours of pre-service training before assuming supervisory responsibilities and a minimum of 54 hours of additional training that the Division of social Services determines is necessary to adequately meet training needs.
- Child welfare services staff shall complete 24 hours of continuing education annually. In completing this requirement, the Division of social Services shall provide each child welfare services staff member with annual update information on family centered practices and State and federal law regarding the basic rights of individuals relevant to the provision of child welfare services, including the right to privacy, freedom from duress and coercion to induce cooperation, and the right to parent.”

In response to the statute, the Division developed a Pre-Service Curriculum for new workers and supervisors. Following is the course description.

<https://www.ncswlearn.org/help/pdf/childrenguidelines.pdf>

CHILD WELFARE IN NORTH CAROLINA

Pre-Service Curriculum for New Workers and Supervisors Blended Learning (Classroom & Online) Course (100 Series)

Child Welfare in North Carolina is a four-week competency based pre-service curriculum that is designed to provide social workers and supervisors with an overview of the child welfare system. Participants will attend 11 classroom days of training and the equivalent of one classroom day completed online. The training days are broken down as:

Week 1 – four classroom training days

Week 2 – self-paced online component (4-6-hours) plus three classroom training days

Week 3 – Experiential Learning Week at their own agency, continue online self-paced and live online components and transfer of learning activities

Week 4 – four classroom training days

Online Components

One of the online components of this course is self-paced and should take no more than six hours to complete. Since Week Two involves only three classroom days, participants are encouraged to begin working on the self-paced online component during the other two days they are in the agency that week. While online participants will learn the history of child welfare, federal and state laws which guide our practice, the structure of the child welfare system, information about worker safety, the role of the community in CPS, and the purpose and importance of case documentation. Participants will be expected to complete workbook entries and respond to discussion forum questions during the self-paced online component of

the course. The deadline for completion of self-paced online portion of the training will be the day before returning to the class for Week 4.

The second online component is a live online experience which will occur during Week 3: Experiential Learning Week. During the live online session participants will learn how to locate policy and practice information on the Division's website, and where to locate other pertinent child welfare practice resources.

Week 1: Foundations of Child Welfare

Week 1 will provide participants with an overview of the mission, vision, and values of child welfare. Participants will be provided with an opportunity to evaluate their own value system and examine how one's own values impacts work with families. Topics discussed include: Family Centered Practice, North Carolina General Statutes related to child welfare, Multiple Response System strategies, System of Care principles, and indicators and risk factors to assist with the identification of child abuse, neglect and dependency. The week will conclude with a discussion regarding cultural awareness and interviewing strategies that build rapport with families. Participants will also be introduced to the content and process of the online portion of the course.

Week 2: Family Assessment

Week 2 begins with the family assessment and change process that addresses the day to day casework provided from Intake through Adoptions. Strategies for conducting and documenting functional assessments, safety and risk assessments, and family strengths and needs assessments are addressed. During this week, participants are provided the opportunity, through case examples, to apply information learned in the assessment process to make structured CPS assessment case decisions, including an initial case plan. Participants begin the self-paced online component of this course while in their agency on Monday and Tuesday of this week.

Week 3: Experiential Learning Week

Social workers and supervisors will return to their agencies and participate in activities to assist in the transfer of learning. Participants will be required to shadow other staff, observe interviews in different program areas, review agency records and participate in other activities. Participants are required to complete six out of ten transfer of learning activities, while they are in their agency during this week. Also during this week, participants continue to work on the self-paced online portion of this course and participate in the live online session.

Week 4: Family Change Process

Week 4 begins the change process for families. Participants will discover how the Structured Decision Making tools are connected with family case planning. The function of CPS In-Home Services is discussed as well as the philosophy and principles that underlie case planning with families. Participants will be provided with information regarding concurrent planning, objective writing, and completion of Family Services Agreements. Case examples introduced in week two will be utilized to provide participants with the opportunity to apply knowledge. Other information addressed this week includes the placement process, the adoption process, and case closure.

Open to: This course is open to child welfare social workers and supervisors employed in a NC County Department of Social Services, individuals or agencies contracting with a county DSS to provide child welfare services, and individuals completing a child welfare internship. Child welfare services are defined as CPS Intake, CPS Assessments, CPS Occasional On-Call, CPS In-Home Services, Child Placement including Independent Living (LINKS), Foster Care Licensing, or Adoptions. (This does not include staff from private foster care/adoption agencies or private residential care agencies.)

The Child Welfare Education Collaborative Program noted above, funded by NCDSS through a contract with the UNC-CH School of Social Work, provides training for IV-E supported MSWs and BSWs that meets all the requirements of the General Statute enabling graduates to immediately enter the workforce without delay. Additional child welfare training is provided by NCDSS.

Training Completion Numbers 2010-14

Participants by Curriculum (Data Source: ncswlearn)

July 1-June 30

Year	2009-2010	2010-2011	2011-2012	2012-2013	Up to 4/1/2014
Total numbers of completions for all curricula:	5,003	5232	6868	7355	4032

The numbers of participants who complete our training events remains reasonably constant from year to year although the higher numbers in 2011-2012-2013 can be partly attributed to several REAP pilot county training events and the Project Broadcast trauma training for pilot grant counties that are not a part of the usual course offerings. The increase in participants is also attributed to strong attendance at our webinar events. Travel restrictions, the federal shutdown, as well as severe winter weather caused the cancellation of quite a number of events and due to trainer capacity could not be re-scheduled during this past calendar year. The number of participants attending the required training courses also held constant with the exception of a rise in the number of participants in Intake and Adoption training events. The decrease in Domestic Violence training and Building Awareness and Cultural Competency attendance is due to saturation of these events over the past few years from a training blitz on these two topics.

Training Events 2010-14

Training Events by Year (Data Source: ncswlearn)

Year	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Total numbers of training events held	300	316	304	331	294

The number and type of training events held annually is fairly consistent. Each training schedule is planned for a six month period of time: January-June and July-December. The number of each training event planned is based on feedback from participants, supervisors, and the training participant data from ncswelearn. The higher number of events in 2012-13 data reflects the addition of the Project Broadcast Learning Collaborative and the REAP training events that were not offered prior to 2012.

C. Permanency Innovation Initiative Fund

BACKGROUND

In 2013, the North Carolina General Assembly included a special provision in the State's biennium budget, *A Family for Every Child*, which establishes the *Permanency Innovation Initiative Fund* in statute § 131D-10.9B. The intent of this special provision is to establish a demonstration project to deliver Family Finding services, Child Specific Adoption Recruitment services, and permanency-focused training services to evaluate if an investment of state funds would yield positive permanency outcomes (by both reducing the number of youth who age out of foster care and the number of youth in foster care) and cost savings.

Per § 131D-10.9B services are to be provided by Children's Home Society of North Carolina in partnership with the North Carolina Department of Health and Human Services, Division of Social Services. The goals of the Permanency Innovation Initiative Fund are:

1. Improve permanency outcomes for children living in foster care through reunification with parents, providing placement or guardianship with other relatives, or adoption;
2. Improve engagement with biological relatives of children in or at risk of entering foster care;
3. Reduce costs associated with maintaining children in foster care.

In implementing these goals, the Permanency Innovation Initiative Fund shall support the following strategies:

1. Family Finding Services, which uses intensive biological family engagement services to discover and engage biological relatives of children living in public foster care to provide permanent emotional and relational support, including adoption, legal guardianship, or legal custody.
2. Child Specific Adoption Recruitment Services, which is a program that follows the Wendy's Wonderful Kids (WWK) Model as developed by The Dave Thomas Foundation for Adoption and works with children in public foster care to develop and execute adoption recruitment plans tailored to the needs of the individual child.
3. Permanency Training Services, which are services delivered by Children's Home Society of North Carolina to assess the readiness of county departments of social services to implement the permanency strategies under subdivisions (1) and (2) of this subsection and provide training services to support the delivery of the services.

PURPOSE

The purpose of the Permanency Innovation Initiative Fund is to support a demonstration project that provides three strategies known as Family Finding, Child Specific Recruitment, and permanency-focused training to address whether an investment of state funds would yield positive permanency outcomes and provide cost-savings through a reduction of the number of children remaining in foster care and reduce the number of youth who age out of foster care. The number of youth aging out of foster care has been between 500 to 600 youth each state fiscal year since 2006.

Major Scope of Work January 1, 2014 through June 30, 2014:

- In order to achieve permanency, Tier 3 Family Finding Services will be provided to 64 nine to seventeen year-old youth residing in foster care who are either legally free or have an adoption, guardianship or custody case goal, whose extended maternal and paternal family has not been extensively explored and who can reside in a single family home. The 64 youth will be referred from 32 counties including: Alexander, Beaufort, Buncombe, Burke, Cabarrus, Caldwell, Catawba, Cleveland, Craven, Cumberland, Davidson, Forsyth, Gaston, Guilford, Haywood, Henderson, Iredell, Lincoln, McDowell, Mecklenburg, Pitt, Polk, Randolph, Robeson, Rockingham, Rutherford, Sampson, Scotland, Union, Wake, Wilkes, and Yancey.
- In order to achieve permanency Child Specific Recruitment Services will be provided to 46 nine to seventeen year-old youth residing in foster care who are male or female, school-aged sibling groups (who may have a younger member), legally free, prepared for the adoption/recruitment process, who have been identified as having special-needs, two or more years in foster care and who can reside in a single family home. The 46 youth will be referred from 12 counties including: Burke, Cabarrus, Cleveland, Davidson, Forsyth, Pasquotank, Pitt, Rockingham, Rutherford, Union, Wayne, and Wilson.
- Permanency Training services will target; 1) DSS agencies, court system and community partners to support the delivery of Family Finding and Child Specific Recruitment services in counties where CHS is providing these services during the January 1, 2014 – June 30, 2014 time period (Alexander, Beaufort, Buncombe, Burke, Cabarrus, Caldwell, Catawba, Cleveland, Craven, Cumberland, Davidson, Forsyth, Gaston, Guilford, Haywood, Henderson, Iredell, Lincoln, McDowell, Mecklenburg, Pasquotank, Pitt, Polk, Randolph, Robeson, Rockingham, Rutherford, Sampson, Scotland, Union, Wake, Wayne, Wilkes, Wilson, and Yancey , 2) DSS agencies, court system and community partners in the remaining 65 counties where CHS is not providing Family Finding and Child Specific Recruitment services to prepare for services that may be available during the July 1, 2014 – June 30, 2015 time period (training to be delivered January 1, 2014-June 30, 2014) 3) Caregivers and potential caregivers to promote permanency and safe, healthy relationships.
- Permanency Training services will provide Assessment and Proposal work with 20 groups in North Carolina and is available to all 100 counties.
- Permanency Training services will deliver a total of 42 days of training to DSS agencies, court system and community partners.

- Permanency Training services will deliver 130 hours of Coaching or Consultation. Coaching or consultation is an identified implementation driver to ensure that individuals are able to use what they learn in training.
- Permanency Training services will deliver 100 hours of Family Education and Support in the 35 counties receiving Family Finding and Child Specific Recruitment Services.

Major Scope of Work July 1, 2014 through June 30, 2015:

- In order to achieve permanency Tier 3 Family Finding Services will be provided to 192 nine to seventeen year-old youth from July 1, 2014 – June 30, 2015. These youth will be residing in foster care who are male or female, school-aged sibling groups (who may have a younger sibling), either legally free or have an adoption, guardianship, custody or reunification case goal, whose extended maternal and paternal family has not been extensively explored or has not been extensively explored in the past 24 months or more and who can reside in a single family home. Children with a reunification case goal can be referred on or after January 1, 2015 but shall not exceed more than 20% of all cases served from July 1, 2015 – June 30, 2015. The 192 youth will be referred from 84 counties including: Alexander, Anson, Avery, Beaufort, Bertie, Brunswick, Buncombe, Burke, Cabarrus, Caldwell, Carteret, Caswell, Catawaba, Chatham, Chowan, Cleveland, Columbus, Craven, Cumberland, Currituck, Dare, Davidson, Davie, Duplin, Durham, Edgecombe, Forsyth, Franklin, Gaston, Gates, Granville, Guilford, Harnett, Haywood, Henderson, Hertford, Hoke, Hyde, Iredell, Jackson, Johnston, Jones, Lee, Lenoir, Lincoln, Madison, Martin, McDowell, Mecklenburg, Mitchell, Moore, Nash, New Hanover, Onslow, Orange, Pasquotank, Pender, Perquimans, Person, Pitt, Polk, Randolph, Richmond, Robeson, Rockingham, Rowan, Rutherford, Sampson, Scotland, Stanly, Stokes, Surry, Transylvania, Tyrell, Union, Vance, Wake, Warren, Washington, Wayne, Wilkes, Wilson, Yadkin, Yancey. Cases referred for services will be reviewed, accepted and opened as they are received from the counties listed above. All referrals must be received by March 1, 2015 unless there is a continuation of funding. If there is not a continuation of funding all cases will be closed by June 30, 2015 and transitioned to the referring agency.
- In order to achieve permanency Child Specific Recruitment Services will be provided to 36 nine to seventeen year-old youth from July 1, 2014 – June 30, 2015. These youth will be residing in foster care who are male or female, school-aged sibling groups (who may have a younger member), legally free or have an adoption case goal and TPR has been court ordered and/or filed with court (children who are not legally free will not exceed 20% of all accepted referrals), prepared for the adoption/recruitment process, who have been identified as having special-needs, two or more years in foster care and who can reside in a single family home. The 36 youth will be referred from 44 counties including Alamance, Alexander, Alleghany, Ashe, Beaufort, Bertie, Burke, Cabarrus, Caldwell, Catawba, Chatham, Chowan, Cleveland, Craven, Currituck, Dare, Davidson, Forsyth, Gaston, Gates, Greene, Guilford, Hertford, Hyde, Jones, Lenoir, Lincoln, Martin, Mecklenburg, Pasquotank, Perquimans, Pitt, Polk, Randolph, Rockingham, Rutherford, Stanly, Tyrell, Union, Washington, Watauga, Wayne, Wilkes, Wilson. Cases referred for services will be reviewed, accepted and opened as they are received from the counties listed above. All referrals must be received by March 1, 2015 unless there is a continuation of funding. If there is not a continuation of funding all cases will be closed by June 30, 2015 and transitioned to the referring agency.

- Permanency Training services will target; 1) DSS agencies, court system and community partners to support the delivery of Family Finding and Child Specific Recruitment services through training and/or coaching and consultation in counties where CHS is providing these services through June 30, 2015, 2) Caregivers and potential caregivers to promote permanency and safe, healthy relationships.
- Permanency Training services will be available to all 100 counties, with an emphasis on counties receiving Family Finding and Child Specific Recruitment services through June 30, 2015.
- Permanency Training services will deliver a total of 250 hours of training and coaching or consultation to child welfare agencies and partners.
- Permanency Training services will deliver 200 hours of Family Education and Support to families and caregivers receiving Family Finding and Child Specific Recruitment Services.

D. Cost Allocation

The Cost Allocation Plan (CAP) for NC DHHS is located at:

<http://www.ncdhhs.gov/control/cost/CAP/ToC.htm>. This plan is divided into 15 sections. Section XII. is specific to NC DSS.

The description of the estimated total cost and the cost allocation methodology for the NC DSS Training Plan is in:

F. RCC Narratives (<http://www.ncdhhs.gov/control/cost/CAP/ToC.htm>).

For all types of training provided, multiple sources of funding may support training efforts. Different cost allocation methodologies are also linked to different funding sources.

The NCDHHS DSS Cost Allocation Plan is organized by Sections within DSS and by Revenue Cost Center (RCC). The RCC Narrative provides the description of services provide, the allocation base definition, the source of statistical data, the time period used and the programs that benefit.

The RCCs for the training plan are:

- 2422, DV consultants
- 2430, Child Welfare Services Staff Development Team
- 2431, Child Welfare Services Staff Development & Training
- 2432, Trauma Grant Support
- 2475, Training Contracts
- 2480, Training Contracts Grants Funded
- 2481, Education Collaborative
- 2492, Training Center Community College Contracts
- 2494, Regional Training Staff
- 6055, Trauma Grant Contract