



California State University, Long Beach  
California State University, Los Angeles  
California State University, Northridge  
University of California, Los Angeles  
University of Southern California

**Inter-University Consortium  
Department of Children and Family Services  
Training Project**

**Year XVI Annual Report  
(2006-2007)**

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# The Inter-University Consortium Year XVI Annual Report (2006-2007)

## OVERVIEW

The Inter-University Consortium Department of Children and Family Services (IUC/DCFS) Training Project is a collaborative endeavor between the Los Angeles County Department of Children and Family Services and the graduate programs of social work at California State University Long Beach, California State University Los Angeles, University of California Los Angeles, University of Southern California, California State University Northridge, and California State University Dominguez Hills. The overall goal of this collaborative project is to increase the professional skills and knowledge of Los Angeles County public child welfare workers. Through specialized Training Centers located at each university, the Training Project provides in-service training to newly-hired social workers, case-carrying social workers, supervisory social workers, supervisory clerks, supervisory eligibility staff, and management staff. The IUC also provides generous stipends and specialized training to up to 16 MSW students at each university who intern at DCFS, receive specialized Child Welfare training as part of their MSW course work, and commit to a year's employment at the Department upon graduation. To date, more than 603 individuals have received IUC stipends to support their MSW training. The IUC/DCFS Training Project is coordinated by a centralized staff that serves as the liaison between DCFS and the universities, conducts evaluation of training activities, operates the Training Project's data system, and coordinates activities affecting all four universities.

## ACCOMPLISHMENTS IN YEAR SIXTEEN - SUMMARY

TABLE A

**Year sixteen Output Measure Highlights**

58 *New* training modules were developed

317 presentations occurred

137,638 training presentation hours were provided

During the sixteenth contract year, 58 new modules were developed covering various topics which addressed a wide spectrum of target groups, and 317 separate training presentations in all were made to DCFS staff. DCFS staff attended the IUC/DCFS Training Project presentations generating a total of 8,479 registrations.

**TABLE B**

**IUC/DCFS Training Project  
Summary of Training for 2006-2007**

**IUC-Sponsored Training Presentations**

<u>Type of Training</u>	<u>Number of Presentations*</u>	<u>Staff Trained</u>	<u>Training Hours</u>
CSW Core Academy	11	266	67,461
SCSW Core Academy	4	128	13,410
ER/DI Core Academy	2	49	1,923
Human Services Aides Core Academy	2	26	2,423
CSW Core Enhancement	53	1,487	8,905
CSW In-Service	113	2,884	17,113
LOG In-Service	3	288	2,016
Management In-Service	13	341	1,835
SCSW In-Service	19	497	2,919
CSW Advanced	14	293	2,396
Inter-Agency	3	21	66
Management Training	1	33	330
Cross Level Training	1	71	497
Cross System Training	3	117	1,264
Specialized (Adoptions)	24	772	6,335
Specialized (BBS)	35	797	6,743
Specialized (Command Post)	2	110	330
Specialized (Hot Line)	6	108	324
Specialized (Public Health Nurses)	5	167	501
Specialized (SCSW Program)	2	24	840
<b>TOTAL</b>	<b>317</b>	<b>8,479</b>	<b>137,638</b>

\*Does not include presentations prepared and offered but canceled by DCFS

Through the efforts of the IUC/DCFS Training Project, 266 new workers received 67,461 hours of training in 11 CSW Core Training Academies during FY 2006-2007. Another 8,213 staff members received 70,177 hours of training through the various core, core enhancement, in-service, advanced, specialized and other training presentations. **Appendix A** lists modules developed in the 2006-2007 contract year, and **Appendix B** lists all presentations during the year. **Appendix C** includes the IUC Presentation Summary, which summarizes certified training hours.

## Core Training

**Core Training** is designed to provide each category of staff with basic knowledge, skills, values, and attitudes required to do their job. Below are brief descriptions of the various types of Core Training provided through the IUC/DCFS Training Project.

**Core Children’s Social Worker (CSW) Academy Training** is designed for new hires prior to their assignment to a caseload. In the sixteenth contract year, 11 Core CSW Training Academies were provided and a total of 266 new CSWs were trained.

**Core Supervising Children’s Social Worker (SCSW) Academy Training** is a fifteen-day program. The training is mandatory for all newly promoted SCSWs and for experienced SCSWs. Four SCSW Core Training class was provided during this year and 128 SCSWs were trained.

**Core Emergency Response Academy Training** is a seven-day training, specially developed for Emergency Response Workers. Two ER/DI Core Training Academies were presented to 49 ER workers.

**Core Human Services Aides Academy Training** is specially designed for newly hired Human Services Aides. Two HSA Core Training Academies were presented to 26 Human Services Aides.

**Appendix D** describes the CSW Core Training; **Appendix E** is the CSW Core Training Academy Evaluation Report for 2006-2007; and **Appendix F** is the Core Academy Assessments Annual Report update. SCSW Core Training is described in **Appendix G**. ER/DI Core Training is described in **Appendix H**, and HSA Core Training is described in **Appendix I**.

## Core Enhancement Training

**Core Enhancement Training** is an example of the “continuum of training” concept. Presentations are selected from among the subjects presented in the Core training and developed by the Work Groups for Enhancement Training. Attendance is mandatory for all graduates of the Core training.

**Core Children’s Social Worker (CSW) Enhancement Training** is designed for CSWs who have completed the Core CSW Training. Fifty-Three presentations were given to a total of 1,487 CSWs.

**Appendix J** lists CSW Core Enhancement Training.

## In-Service and Advanced Training

**In-Service Training** and **Advanced Training** are provided to CSWs, SCSWs, and Management. In general, In-Service Training is voluntary unless individual supervisors or managers require staff under their supervision to attend. During this year, one-hundred-thirteen CSW In-Service and fourteen CSW Advanced presentations were given to a total of 3,177 CSWs. There were three LOG-In-Service Training presentations given to 288 staff. Management In-Service Training was provided to 341 managers in thirteen presentations. There were nineteen SCSW In-Service presentations given to a total of 497 SCSWs.

**Appendix K** lists the CSW In-Service and Advanced presentations. **Appendix L** lists LOG In-Service presentations. **Appendix M** lists the Management In-Service presentations. **Appendix N** lists SCSW In-Service presentations.

## Inter-Agency Training

**Inter-Agency Training** emphasizes inter-departmental collaborative approaches to client services. There were three presentations provided to 21 staff. **Appendix O** lists Inter-Agency Trainings.

## Management Training

**Management Training** includes values, knowledge and skills reflecting the competencies necessary to perform public service management functions within DCFS. One presentation was provided for 33 managers. **Appendix P** lists Management Trainings.

## Cross Level Training

**Cross Level Training** is provided at multiple levels and across DCFS programs to align service delivery efforts and provide shared training opportunities for trainees to gain new knowledge or shared skills. One presentation was provided to 71 staff. **Appendix Q** lists Cross Level Trainings.

## Cross System Training

**Cross System Training** is designed specifically for a combined audience of DCFS staff and other County multi-disciplinary staff working with DCFS and/or Probation children to align service delivery efforts and provide shared environments for gaining shared knowledge and learning shared skills. There were three presentations provided to 117 staff. **Appendix R** lists Cross System Trainings.

## Specialized Training

**Adoptions Training** is designed to enhance the knowledge and skills of Adoptions staff. Twenty-four presentations were provided to 772 CSWs and SCSWs.

**Board Of Behavioral Sciences Training** is designed to meet the content requirements for California State Clinical Licensure for LCSWs and MFTs. Thirty-five presentations were given to a total of 797 CSWs, SCSWs, and Managers.

**Command Post Training** is designed to improve the skills of the Emergency Response Command Post workers. Two presentations were given to 110 staff.

**Hot Line Training** is designed to enhance the knowledge and skills of Hot Line staff. Six presentations were given to 108 staff.

**Public Health Nurses Training** offers training to nurses in their collaborative medical roles with DCFS social workers in identifying child abuse and neglect. Five presentations were given to 167 staff.

**SCSW Program Training** is designed to enhance the training provided to trainees under the SCSW Core Training and to support the implementation and oversight of key DCFS initiatives. There were two presentations provided to 24 SCSWs.

**Appendix S** describes the Specialized Training presentations.

## Other Training Activities

**Diagnostic Writing Examinations** evaluate the writing skills of new workers in CSW Core Academy Training. The goal is to inform Training Unit Supervisors of new workers' training needs related to writing. During the year, examinations were administered to new workers at twelve academies.

## Stipends

A significant feature of the Training Project is the support provided for select students studying for an MSW degree at California State University Long Beach, California State University Los Angeles, the University of California Los Angeles, or the University of Southern California. This program provides basic financial assistance and living allowances, including tuition and fee support toward the MSW degree, with the requirement that at the conclusion of their studies, students agree to employment by DCFS for a minimum period of one year. Through the efforts of this program, 46 MSW students graduated and committed to employment at DCFS during the 2006-2007 fiscal year.

## New Modules in 2006-2007

Modules of training are basic units of service delivery in the IUC/DCFS Training Project and focus on the necessary information and new developments in an area, which are required for both basic competency and sufficient understanding of a topic. Each training module is developed under the auspices of one of the participating universities in collaboration with representatives from the Department of Children and Family Services. For 2006-2007, 58 new training modules were developed in the following areas by the IUC universities.

<u>New Modules Developed</u>	<u>CSULB</u>	<u>CSULA</u>	<u>UCLA</u>	<u>USC</u>	<u>JOINT</u>	<u>Total</u>
CSW Core	2	2	0	4	0	8
SCSW Core	2	0	0	0	0	2
ER/DI Core	1	1	0	0	0	2
Staff Support Core	0	1	0	0	1	2
CSW Core Enhancement	1	0	1	0	0	2
CSW In-Service	4	1	2	1	0	8
SCSW In-Service	1	1	2	0	0	4
Management In-Service	0	4	0	0	0	4
LOG In-Service	0	3	0	0	0	3
CSW Advanced	1	1	0	0	0	2
Inter-Agency	0	0	3	0	0	3
Management Training	0	4	0	0	0	4
Cross Level Training	0	0	1	0	0	1
Cross System Training	1	3	0	0	0	4
Specialized (Adoptions)	0	0	2	0	0	2
Specialized (Command Post)	0	0	0	1	0	1
Specialized (Hot Line)	0	0	0	1	0	1
Specialized (Public Health Nurses)	1	0	1	0	0	2
Specialized (SCSW Program)	1	0	0	0	0	1
Other	1	0	0	1	0	2
<b>TOTAL</b>	<b>16</b>	<b>21</b>	<b>12</b>	<b>8</b>	<b>1</b>	<b>58</b>

## ANNUAL TRENDS

The following chart (Table D) shows basic fourteen-year trends for presentations, staff registrations, and training credits awarded. Because the Training Data System was not operational until the 1992-93 contract year, data prior to February 1993 is not available.

<b>Table D</b> <b>Inter-University Consortium</b> <b>Fourteen – Year Trends in Output Measures</b> <i>(Excludes data prior to February 1993)</i>			
Categories of Data			
Contract Year	Number of Presentations	Number of Staff Trained	Training Hours Completed
1993-94, Year III	144	3,822	73,638
1994-95, Year IV	185	5,670	163,292
1995-96, Year V	169	5,161	106,534
1996-97, Year VI	96 *	4,454	134,748
1997-98, Year VII	129 *	5,180	173,352
1998-99, Year VIII	169	5,767	130,109
1999-00, Year IX	214	4,538	107,115
2000-01, Year X	269	6,971	155,174
2001-02, Year XI	256	6,521	134,018
2002-03, Year XII	267	7,093	115,372
2003-04, Year XIII	235**	5,625	84,964
2004-05, Year XIV	341	9,069	153,541
2005-06, Year XV	316	8,901	177,560
2006-07, Year XVI	317	8,479	137,638
<p>* Number of presentations reduced due to redirection of funding of support training in CWS/CMS</p> <p>** Number of presentations reduced due to realignment of DCFS training priorities</p>			

The next chart (Table E) shows the number of new modules developed in each of the sixteen contract years.

<b>Table E</b> <b>Inter-University Consortium</b> <b>Sixteen Year Trends in New Module</b> <b>Development</b>	
Categories of Data	
<b>Contract Year</b>	<b>New Modules Developed</b>
1991-92, Year I	61
1992-93, Year II	47
1993-94, Year III	42
1994-95, Year IV	74
1995-96, Year V	76
1996-97, Year VI	20 *
1997-98, Year VII	24 *
1998-99, Year VIII	34
1999-00, Year IX	46
2000-01, Year, X	67
2001-02, Year XI	74
2002-03, Year XII	60
2003-04, Year XIII	67
2004-05, Year XIV	49
2005-06, Year XV	53
2006-07, Year XVI	58
*New module development reduced due to redirection of funding to support training in CWS/CMS	

## EVALUATIONS

The IUC has developed a range of methods for evaluating the training that is offered to DCFS. At a minimum, all trainings are entered into the Training Data System for accountability and monitoring of deliverables under the contract. The IUC Training Data System (TDS) is the primary data management system used by the Consortium and DCFS and serves as the principal data source for coordinating and monitoring the performance of the IUC/DCFS Training Project. The IUC assesses participant reactions to training in almost all presentations, generally assessing satisfaction and trainees' perceptions of learning in the training and its applicability to the job situation. Assessment of knowledge learned by new workers in the CSW Core Academy has been conducted for many years; starting in 2004 the IUC initiated the assessment of knowledge learned by staff in system-wide training.

This annual report presents brief highlights of the IUC evaluation process. It is important to note that improving the quality and relevance of training is the primary purpose for collecting these data. Data from these evaluations are continually made available to DCFS, university Centers, instructors, training coordinators, and in some instances, trainees. This feedback allows the training community to gauge the effectiveness of the training that is offered, and to develop plans for improvement.

### New Worker Core Proficiency Examination

Since the initiation of the Core Academy, the IUC has, at DCFS' request, administered a 'final exam' to trainees. This exam is intended to provide information to trainees (how well they personally did, and what they know and do not know), to DCFS (to what extent have the trainees individually and as a class mastered the concepts presented in core training, and what are their strengths and weaknesses that should be addressed in supervision and further training), as well as to curriculum designers and trainers (to assess how well the Core Academy, and its component modules and trainers, transmit the body of knowledge and approaches that are embodied in the curriculum).

Building on the prior years' project of re-analyzing "old" test items, and conducting focus groups with DCFS line staff and supervisors to provide thematic direction to the testing enterprise, the entire test was revised. New items were written, vignettes and associated questions were developed, and old items were improved. Following piloting of pre and post tests, in 2005-06 the 80-item updated test has several new features, including the use of the vignette method to test trainees' ability to apply knowledge learned in the Core to realistic case scenarios, and a set of developmental items present in each exam, so that new test items can be readied and tested as curriculum and practice continuously evolve.

Table H list exam results for 2006-2007. A full narrative, including CSW Academy Pre/Post test results, academy module training evaluations, exam results, comparisons, and training reinforcement are summarized in Appendix E and F .

**Table H: CSW CORE PROFICIENCY EXAM RESULTS  
2006-2007**

<b>Class</b>	<b>Test Version</b>	<b>Date Tested</b>	<b>Number Tested</b>	<b>Mean Score</b>
A0607 Post	092305	8/11/06	40	76.7%
B0607 Post	092305	9/8/06	42	77.6%
C0607 Post	092305	9/22/06	43	80.0%
D0607 Post	092305	10/24/06	32	72.2%
E0607 Post	092305	11/20/06	32	71.2%
F0607 Post	092305	12/14/06	25	68.9%
G0607 Post	092305	1/12/07	23	76.3%
H0607 Post	092305	3/16/07	25	69.8%
I0607 Post	092305	4/17/07	28	68.7%
J0607 Post	092305	5/11/07	29	73.3%
K0607 Post	092305	6/18/07	25	75.5%

### In-Service Training Evaluation

Two trainings developed and presented by the CSULB Child Welfare Centre were evaluated using Level II knowledge post-tests. Post-tests were administered to 19 presentations of Team Decision Making Reinforcement training. The top 90% of trainees had an aggregate 81% correct responses. Post-tests were administered to 7 presentations of Connecting and Collaborating with Kinship Families training. The top 90% of trainees scored above 70% correct responses.

### Participants' Reactions To Training

This report summarizes data pertaining to trainees' reactions during the 2006-2007 contract year for the IUC. The full narrative, including descriptions of the types of training and the dimensions that were rated, is included in **Appendix T**.

The Ratings: The IUC Training Data System allows trainees to rate trainings on certain dimensions on a one to five scale. "One" is defined as very poor, while "five" is defined as very good. These individual ratings are entered into the data system, and averages of ratings for each training and each dimension are calculated.

**Table I**  
**Core Trainings**

<b>Dimension</b>	<b>CSW Core</b>	<b>SCSW Core</b>	<b>ER/DI Core</b>	<b>HSA Core</b>
Number of Trainings	11	4	2	2
Number of Trainees	266	128	49	26
Number of Ratings	2267	1169	453	137
Opportunity to Practice	4.15	N/A	N/A	N/A
Balance of Skill Development & Learning	4.24	N/A	N/A	N/A
Organization of Training	N/A	4.59	N/A	N/A
Applicability	N/A	4.68	N/A	N/A
Personal Learning	N/A	4.64	N/A	N/A
Overall Reaction to Training/Week	4.35	4.67	4.17	4.5

1=Very Poor; 5=Very Good

**Table J**  
**Core Enhancement Trainings**

<b>Dimension</b>	<b>CSW Core Enhancement</b>
Number of Trainings	53
Number of Trainees	1487
Number of Ratings	1309
Organization of Training	4.73
Applicability	4.82
Personal Learning	4.66
Overall Reaction to Training	4.72

1=Very Poor; 5=Very Good

**Table K**  
**In-Service and Advanced Trainings**

<b>Dimension</b>	<b>CSW In-Service</b>	<b>CSW Advanced</b>	<b>LOG In-Service</b>	<b>Management In-Service</b>	<b>SCSW In-Service</b>
Number of Trainings	116	14	3	14	41
Number of Trainees	2661	293	105	230	397
Number of Ratings	2661	249	105	230	397
Organization of Training	4.6	4.43	4.32	4.48	4.47
Applicability	4.62	4.45	4.19	4.45	4.46
Personal Learning	4.49	4.43	4.1	4.38	4.29
Overall Reaction to Training	4.6	4.39	4.15	4.41	4.43

1=Very Poor; 5=Very Good

**Table L**  
**Specialized Trainings**

<b>Dimension</b>	<b>Adoptions</b>	<b>BBS</b>	<b>Hotline</b>	<b>Public Health Nurses</b>	<b>Command Post</b>	<b>SCSW Program</b>
Number of Trainings	24	35	6	5	2	2
Number of Trainees	772	797	108	167	110	24
Number of Ratings	696	739	100	191	92	17
Organization of Training	4.56	4.7	4.37	4.89	4.58	4.82
Applicability	N/A	4.5	4.48	4.89	4.53	4.76
Personal Learning	4.51	4.57	4.39	4.8	4.48	4.94
Overall Reaction to Training	4.56	4.63	4.55	4.89	4.64	4.94

1=Very Poor; 5=Very Good

**Table M  
Other Trainings**

<b>Dimension</b>	<b>Inter Agency</b>	<b>Cross Level</b>	<b>Cross System</b>	<b>Management</b>
Number of Trainings	3	1	3	1
Number of Trainees	21	71	117	33
Number of Ratings	57	59	120	75
Organization of Training	4.23	4.78	4.5	4.35
Applicability	4.31	N/A	4.32	4.29
Personal Learning	4.1	4.61	4.19	4.24
Overall Reaction to Training	4.3	4.65	4.34	4.26

Results: The findings in Tables I, J, K, L and M reveal that IUC trainings are well received by trainees. All training evaluations score near the top of the rating scales. Given the scope of subject matter and the range of target groups, the high ratings across all measures are a significant achievement.

### **TRAINING DATA SYSTEM**

The IUC Training Data System (TDS) is the primary data management system used by the Consortium and DCFS and serves as the principal data source for coordinating and monitoring the performance of the IUC/DCFS Training Project. The system offers, among other features, internet-based components including calendaring of all scheduled training for DCFS staff, online registration and cancellation features, staff training records, reports, and participant evaluations.

# THE ORGANIZATION IN ACTION

2006-2007

## Training Centers

Each university has a Training Center whose Director reports to the individual Dean/Director at each university's program in Social Work. Each Center Director provides leadership for the planning, implementation, and accountability of Training Center activities, has responsibility for the administration of each Training Center, and for curriculum development and training. The IUC/DCFS program at **California State University, Northridge** became effective July 1, 2006. **California State University, Dominguez Hills will begin their program on July 1, 2007.** Primary training and administrative staff (not including work-study, part-time, and others) in 2006-2007 at each of the four centers included:

### **California State University, Long Beach**

#### **Child Welfare Training Centre:**

- James Ferreira, Director
- Therese Pekala, Trainer
- Monica Malin, Trainer
- Pamela Walker, Trainer
- Stella Corrales, Centre Administrator
- Julie O'Donnell, Director of Research
- Sandra Kirkner, Research Associate
- Eileen Mayers Pasztor, Director of Field Education
- Susan Love, IUC Fiel Coordinator
- Vanetta Campbell, IUC Field Consultant
- Sherman Harrison, Field Unit Clerk
- Estela Tucker, Field Unit Clerk
- Chuck Hulsey, Office Manager

### **California State University, Los Angeles**

#### **Center on Child Welfare:**

- Linda Liu, Director
- Pam Davis, Director of Field Education
- Peggy Neiman, Administrative Assistant
- Oswaldo Pena, Program Assistant
- Luis Franco, Management Analyst
- Marc Mendoza, Staff Trainer
- Linda Lam, Field Clerk-(*until June 2007*)
- Nelly Carillo, Field Clerk
- Grace Orpilla, Field Consultant, (*until September 2006*)
- Tasha Willis, Field Consultant, (*effective November 2006*)
- Nayiri Nahabedian, Field Consultant
- Dale Weaver, Director of Research

## **University of California Los Angeles**

### **Center on Child Welfare:**

- Carole Bender, Director
- Melody P. Fountain, Associate Director
- Shawn McCurdy, Trainer-Consultant
- Monica McCurdy, Trainer-Consultant
- Lianne Urada, Trainer-Consultant
- Larthia Dunham, Field Education Consultant
- Michelle Talley, Field Education Consultant
- Selena Lu-Witt, Administrative Analyst
- Lemoyne Fooks, Program Assistant
- Eunice Horton, Administrative Assistant
- Phyllis Marshall, Administrative Assistant

## **University of Southern California**

### **Center on Child Welfare:**

- Paul Carlo, Director
- Donna Toulmin, Director, USC/DCFS Training Project
- Sarah Novak, Business Manager
- Maria Chavez, Secretary
- Cheryl Jackson, Program Assistant
- Alberto Reynoso, Trainer-Consultant
- Ana Sufuentes, Trainer-Consultant
- Michalle Mor-Barak, Research Director
- Harold Pyun, Research Assistant
- Dnika Travis, Research Assistant
- Lorena Vega, IUC Field Consultant
- Akita White, USC/DCFS Field Unit Assistant
- Heather Halperin, Field Education Coordinator
- Rafael Angulo, Field Education Coordinator

## **IUC Central Office**

The IUC Director reports directly to the IUC Executive Committee, which is composed of the Principal Investigator from each of the four participating universities and the Director of the Department of Children and Family Services. The IUC maintains a central office, housed on the UCLA campus, to provide coordination and evaluation support for the overall consortium.

## **IUC Central Office:**

- William Donnelly, Director
- Kelly Charlton, Project Analyst
- Rick Posten, Training Data System Administrator
- Andy Sanchez, Programmer Analyst (*effective April 2007*)
- Anita Jones, Training Registrar
- Gillian Sweat, Training Registrar
- Todd Franke, Associate Professor
- Walter Furman, Evaluation Project Director
- Marcia Berris, Administrative Specialist
- Lori Ring, Graduate Research Assistant

## Oversight and Approval

The IUC Executive Committee is comprised of the Dean/Director from each of the four participating universities' program in social work and the DCFS Director. The IUC Director provides staff support to the Committee.

## Work Groups

Work groups operate at the heart of the training process by providing a channel for DCFS staff input into the development of new training, as well as evaluative input regarding past training efforts. Comprised of representatives of the Department and the IUC, work groups develop strategies and plans for addressing current pressing needs for those receiving training. The following work groups were active in 2006-2007:

- Adoptions Work Group
- Board of Behavioral Sciences Work Group
- CSW Core Academy Redesign Advisory Group
- CSW Core Academy Work Group
- CSW In-Service/Advanced Work Group
- Clerical Support Core Training Work Group
- Court Report Writing Work Group
- Deaf Services Unit Work Group
- Hotline Work Group
- Legal Permanency Work Group
- Management Work Group
- SCSW In-Service/Advanced Work Group
- Training Data System Work Group
- Training Unit Supervisors Work Group

## PLANNING PRINCIPLES FOR YEAR XVII

The goals of DCFS, in collaboration with other County departments, focus on a small number of overall County Strategic Goals. They included Service Excellence, Workforce Excellence, Organizational Effectiveness, Fiscal Responsibility, Children and Families' Well-Being, Health and Mental Health, Community Services, and Public Safety.

In the furtherance of those goals, the Mission and Vision of DCFS is, “...with our community partners, provide a comprehensive child protection system of prevention, preservation, and permanency to ensure that children grow up safe, physically and emotionally healthy, educated, and in permanent homes.”

This Training Project has as its overall goal improving DCFS' ability to provide protective, preventive, foster care, permanency and adoptive services to families through training and academic programs that enhance the skills of DCFS professional staff, and to increase the number of professionally trained social workers employed by DCFS. Findings from a broad range of sources have helped to guide identification of training needs and plans for the 2005-2006 Fiscal Year and beyond.

Sources of information are not limited to the following but included:

- Training Needs Requests from all sections of DCFS via the Budget Process for FY 2003/04
- Strategic Planning (reference: DCFS Strategic Plan 2000 and Strategic Plan, Phase II - Goals for FY 2001-2002)
- IUC/DCFS Planning Committee
- IUC/DCFS Workgroups
- SCSW Training Preferences Study
- CSW Training Needs Survey
- Management Directives

Highlights for this contract period (2006-2009) included:

1. Provide DCFS leadership and managers with a coherent program of ongoing enhancement and in-service training, thereby building on the training and experience already acquired during the previous contract period (during which over 500 DCFS managers completed Management Core Training and enhancements).

Provide separate training for new managers that will impart the basics of core management skills. The training should include, but not be limited to:

- Leadership
- Strategic Planning
- Client and Community Partner Focus
- Information and Analysis
- Human Resource Focus
- Process Management
- Organizational Results

2. Continue to integrate training into the daily operation of the Department through the training of SCSWs. SCSWs participate in training programs that provide a continuum of training from entry level to advanced training. Through SCSW Core Training and Core Enhancement Training, new SCSWs will develop knowledge, skills, and values related to core competencies required to perform successfully at this level. The focus of their training will be on how to supervise and manage staff in a way that maximizes the philosophy and practice being imparted by DCFS. These include, but are not limited to:
  - Permanency for all children under DCFS care
  - Strength-Based orientation in dealing with and assessing employees, service providers, care providers, families and children
  - Consistency in Decision-Making, most specifically using:
    - Structured Decision-Making as a guide to professional decisions
    - Team Decision-Making for children and families
  - Wraparound Services
  - Effectively Managing Crisis Situations
  - Improving Supervision, Human Resources Management, and Leadership Skills
  - Performance Based Management
  - Advancement Toward Licensure
  
3. Provide a training program that delivers a continuum of training for entry level CSWs by integrating and strengthening the supervised field experience. New CSWs will continue to be provided with CSW Core Training and Core Enhancement Training to develop knowledge, skills, and values related to the core competencies required to perform the various social work assignments in DCFS. Effective and meaningful approaches to transfer of learning, mentored case management, and coordination of classroom and field experiences will be offered. Training will incorporate agency mission, vision, philosophy and practice.
  
4. Continue to provide Enhanced, In-Service, and Advanced Training that builds upon the knowledge, skills, and values introduced in the Core Trainings. Topics may include, but are not limited to:
  - Abuse and Neglect Investigation
  - Advanced Interviewing Techniques
  - Case Conferencing
  - Court Report Writing
  - Domestic Violence
  - Early Childhood Development
  - Forensic Interviewing
  - Medically Fragile Children
  - Normal Sexual Development
  - Parenting
  - Quality Management
  - Risk Assessment
  - Safety Assessment
  - Strength-Based orientation in dealing with and assessing employees, service providers, care providers, families and children
  - Structured Decision-Making as a guide to professional decisions
  - Team Decision-Making for children and families
  - Wraparound Services

5. Increase contact and communication between DCFS staff and community-based agencies serving DCFS families and children by offering Inter-Agency Training through the development and provision of training designed for inter-disciplinary and inter-agency training audiences. These may include County Departments of Mental Health, Health Services, Education, and Probation, along with Regional Centers for the Developmentally Delayed and other public health agencies.
6. Continue to provide Specialized Training to specific organizational units within DCFS, and on specialized topics that are deemed critical to the mission of DCFS and which will enhance the professionalization of DCFS. Moreover, new initiatives will require specialized training to enhance practice skills and/or to add new skills.
7. Continue to integrate CWS/CMS training into the CSW Core Academy and into In-Service training at all levels.
8. Continue MSW graduate programs that teach core competencies related to public child welfare practice and provide field training that exposes MSW students to DCFS practice.
9. Enhance evaluation projects, services, and outcomes, through the involvement of skilled and knowledgeable expertise customary to University-based enterprises.
10. Collaboratively develop strategic business plans for the design and implementation of a Distance Learning project for DCFS staff. This plan would include, among other approaches, online computer-based training (CBT) courses, teleconferencing capability, and ultimately multimedia training presentations available at all DCFS and at IUC sites.

## Inter-University Consortium Web sites

### California State University, Long Beach

Department of Social Work:  
[www.csulb.edu/depts/socialwk/](http://www.csulb.edu/depts/socialwk/)

Child Welfare Training Centre:  
[www.csulb.edu/org/child/projects/](http://www.csulb.edu/org/child/projects/)

### California State University, Los Angeles

School of Social Work:  
[www.calstatela.edu/dept/soc\\_work/](http://www.calstatela.edu/dept/soc_work/)

### California State University, Northridge

Department of Social Work  
[www.csun.edu/csbs/departments/social\\_work/](http://www.csun.edu/csbs/departments/social_work/)

### California State University, Dominguez Hills

Department of Social Work  
[www.csudh.edu/hhs/sw/](http://www.csudh.edu/hhs/sw/)

### University of California Los Angeles

Department of Social Welfare:  
[www.spa.ucla.edu](http://www.spa.ucla.edu)

Center On Child Welfare:  
[www.spa.ucla.edu/acad/sw/ccw/](http://www.spa.ucla.edu/acad/sw/ccw/)

### University of Southern California

School of Social Work:  
[www.usc.edu/dept/socialwork](http://www.usc.edu/dept/socialwork)

Center On Child Welfare:  
<http://www.usc.edu/dept/socialwork/profdev/ccw/>

### IUC/DCFS Training Project

<https://iuc.spa.ucla.edu/tds/>