

## Training Plan

During 2014 and ongoing, several steps are being taken to better support communication and practice between training management, quality assurance/improvement staff and regional executive staff. The Training Coordinator and QA/QI management are now part of the executive team which meets on a regular basis each month. This has resulted in better communication and decision making at the executive team level among regional management, the training unit and the QA/QI unit. It provides a structured, ongoing way to discuss practice trends, training needs, as well as areas of strength in field practice. These strategies to increase and enhance ongoing communication will serve to ensure the goals and objectives are continually in the forefront. As the goals and objectives are routinely discussed with the executive team, the training unit is in a good position to fully support the implementation of the five-year plan.

Another step that has been taken is the regionalization of the agency trainers. The trainers, along with other designated regional mentors and coaches, will now be a part of a local professional development team which will provide classroom training, field mentoring and on the job coaching. The regional team structure aligns with the overall organizational philosophy of providing concentrated practice support and coaching of field staff at the local level. This model will promote stronger leadership, quality assurance oversight and mentoring in the field, where the direct work with families occurs. This structure will help the Division be more responsive to staff's needs.

The curriculum produced by the training unit is always based on a family-centered practice. As the Division moves forward with restructuring and regionalizing the training process, it is anticipated this core philosophy will be more effectively communicated to front-line staff, thus improving the family-centered interventions practiced by staff at the local level.

In addition to the Children's Division directly providing training, other entities who will be used to provide short term training will include, but not be limited to, Office of State Courts Administrator (OSCA) and Court Appointed Special Advocate (CASA). These collaborative trainings illustrate partnerships between agencies. Additional categories of trainees will include relative guardians, staff from state-licensed or state-approved child welfare agencies providing services to children receiving title IV-E assistance, child abuse and neglect court personnel, agency, child or parent attorneys, guardians ad litem, and court appointed special advocates (per PL 110-351).

In this plan, trainings where Title IV-E dollars are used, elements follow each descriptor, such as: setting of the training activity, duration category of training activity, provider of the training, approximate number of days /hours of the training, description of the estimated total cost, and a listing of activities. Other collaborative trainings are found in the Professional Development Collaboration section, including trainings provided in cooperation with the Office of State Courts Administrator (OSCA).

The contract with the Foster Care Case Management (FCCM) agencies requires case managers to attend pre-service training. The FCCM staff can attend training provided by training staff or provide their own, if the Children's Division reviews and approves the training content. In addition, provisions in the

contract allow FCCM staff to attend other training that CD offers throughout the year. However, any costs incurred by the FCCM staff are the responsibility of the FCCM contractor. The Children's Division does not cover travel or per diems associated with these trainings.

### ***Professional Development and Training SFY14-15***

The Children's Division Professional Development and Training Unit continues to develop and deliver initial core and ongoing in-service training programs for all new Children's Service Workers and supervisors. Training is directly provided to various levels of staff throughout the 45 circuits in the state of Missouri. The training is based on agency policy and best practice and is designed to provide a consistent core structure, while also providing ongoing in-service opportunities based on needs identified through individual, regional or circuit specific assessment, as well as professional development plans between staff and front line supervisors. The professional development of staff is considered to be a "system" within the agency and must rely on numerous key elements working in concert together including classroom training, on-the-job training, and reinforcement of clinical skills in the field between staff and the first line supervisor. The agency supports a "blended learning" approach, utilizing classroom, on-the-job field instruction, as well as on-line/self-instruction training which supports and supplements the classroom training and on-the-job training. The training unit also collaborates in the development and delivery of training programs with many other agencies and disciplines who serve children and families. Trainings are conducted in geographic locations throughout the state to accommodate staff and community partners.

#### How Ongoing Training is selected and provided to ensure the Competencies of Workers, Supervisors, Managers and Administrators

The Children's Division Professional Development and Training Unit is responsive, on a continual basis, to meet the on-going learning needs of staff. Changes in training are based upon the needs of the agency and available resources such as budget, staffing etc. Training needs, both individual and statewide, are assessed and evaluated in several different ways throughout the year as a way to be responsive to immediate needs of a region or circuit, but to also address policy and practice changes that have a larger statewide impact. On-going training needs are identified through:

- Continuous Quality Improvement (CQI) processes
- Training evaluations
- Training & policy staff joint review
- Survey of Employee Engagement
- Exit interviews
- Focus group feedback
- Circuit self assessments

- Recommendations from the Supervision Advisory Committee
- The Division Executive Team
- Staff requests or suggestions for a specific training made utilizing the Field Support Referral Form (CD-62)

All the above are considered when developing new training or enhancing existing curriculum. Individual needs are identified using various methods such as the PERforM appraisal and evaluation process, Employee Development Plans, on-the-job training tools, i.e. Competency Self-Assessment, Two-Way Feedback Tool, and the Skill Development Plan. Based upon identified needs, staff and their supervisors mutually select internal and/or external trainings to address individual learning needs.

Workers receive annual in-service training related to their specific program area, such as RSMo Chapter 210 statutory requirements for child abuse and neglect investigations, and adoption training based upon COA standards. Other program staff who provide Family-Centered Services or work with the out-of-home care population receive ongoing training through outside training opportunities and through agency partnerships with Office of State Courts Administrator. Under the management training rule, all front line supervisors and managers are required to complete 16 hours of in-service management training each year thereafter. This is done through department course offerings and outside training opportunities.

All of the above on-going training is tracked through the agency Employee Learning Center (ELC).

#### How Skill Development of new and experienced staff is measured

Skill development of new and experienced staff is measured in a variety of ways using several different methods. Skill development and attainment is reviewed throughout classroom coursework, during on-the-job training, and through interactions between staff and their supervisor. The following are several different ways this is accomplished:

- *Pre/Post Training Self Evaluation used during Child Welfare Practice Training*—A self-evaluation tool called the “Pre/Post Training Evaluation” is used to assist the worker and their supervisor in identifying worker learning needs. This tool is to be completed by trainees prior to and following Child Welfare Practice Training (CWPT). The trainee and supervisor should review the trainee’s Post- Evaluation and compare it to his Pre-training evaluation. Discussion between the trainee and supervisors around the comparison of the two will help determine the individual competency level of the trainee. The discussion should include an assessment of the trainee’s personal skill attainment and areas for further study. The self-evaluation tool also serves as a modeling opportunity for the supervisor to demonstrate areas where the trainee has need. Setting goals and tasks with a trainee, for example, are parallel processes to the family-centered approach the agency supports. As the worker progresses in their skill development the supervisor and worker should identify areas that require less oversight by the supervisor as the worker develops autonomy, as well as skill areas requiring additional coaching or modeling.

- *Reinforcement & Evaluation*—This final week of Child Welfare Practice Basic Orientation Training provides opportunity for workers to demonstrate acquired competencies through structured skills practice using a family scenario from initial intake, through assessment, placement of children, reunification and case closure. Staff trainers observe each participant during the skills practice, and process this within the large group to discuss strengths, needs and missed opportunities. The trainer then provides a written assessment summary of the participant’s skills to their supervisor. The supervisor and worker can then use this in conjunction with other information for skill development.
- *Computer Systems Feedback Summary*—During this one week course staff trainers observe trainee participation and completion of classroom assignments regarding the agency computer systems FACES process. Staff complete all case documentation and activity within this system. Staff trainers provide a written assessment of classroom participation and completion of assignments to the supervisor for their review and discussion with their employee around skill development and learning needs.
- *On-the-Job Training (OJT)*— On-the-job training activities are part of the transfer of learning process and new workers must be allowed time and support in completing these activities. In order for classroom training to have an effect on practice, participants must use their newly acquired skills in the work setting in the performance of OJT activities. Supervisors must ensure that new workers have an opportunity to do all the assigned OJT activities. Coaching and modeling by the supervisors are important components of the OJT process. Worker skill and development level can be observed and assessed during assigned OJT activities and the case consultation process. The Two-Way Feedback Tool is available to be utilized by the supervisor and worker to capture feedback on demonstration of skills as well as opportunities for growth. The Two-Way Feedback Tool is to provide formal written and verbal feedback around skill activities. Supervisors should model the skill for the worker throughout the process and then allow the worker to demonstrate the skills one step at a time until a skill is mastered. Supervisors can use the tool to evaluate practice skills of workers when accompanying them on a home visit, Family Support Team Meetings, court hearings, etc. Case management decisions must be made jointly between the supervisor and worker throughout Child Welfare Practice Basic Orientation Training (CWPT). As skills are acquired, demonstrated, and applied, case work activities gradually increase with continued supervisory oversight.
- *PERforM*-- The PERforM system serves as an online tool to assist supervisors, managers and state agencies with the most fundamental of human resource management responsibilities: planning specific, measurable work objectives and outcomes, and the observation, evaluation and development of each employee’s performance. Based upon the observation and evaluation of an employee’s performance an Employee Development Plan is set into place. An employee identifies short, mid, and long-range goals for professional development along with identified tasks to obtain these goals.

- *Classroom evaluations*—Staff participate in various activities and work during training and provide feedback using the classroom evaluation. This provides an opportunity for staff to reflect on the following: did content address the worker skill level, and did the content help them gain the knowledge and skill necessary to do their job. This information is used to guide curriculum development to better impact skill development.

Services for Children under age five – how the state addresses the training and supervision of caseworkers, foster parents and other providers with respect to this population

The agency has embedded the Strengthening Families/Building Protective Factors Model and Protective Factors into the various training curricula provided to workers and supervisors. This content and approach is reinforced throughout training to ensure staff have an understanding of the key concepts and approach of the Five Protective Factors (parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, & social and emotional competence of children). The training unit works closely with the Early Childhood Unit to ensure training content addresses the current and relevant practices around service provision to families with young children.

Agency foster parents receive training relevant to this population during their initial pre-service STARS Training, on-going STARS in-service training (Module 1: The Foundation for Meeting the Developmental Needs of Children at Risk, and Module 11: Understanding and Promoting Infant and Child Development) and through a specific stand alone agency module Strengthening Foster Families: Building Protective Factors (developed and based upon the Strengthening Families philosophy).

Specific training conducted to help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living.

The following trainings assist foster parents, relative guardians, adoptive parents, and case managers in their understanding of issues confronting adolescents preparing for independent living:

- **STARS Pre-service Session Seven** - Continuing Family Relationships (includes Preparing for Young Adult Life & Another Planned Permanent Living Arrangement)
- **STARS In-service Module 12** -Understanding and Promoting Preteen and Teen Development
  - Session 1: Transitioning to Adulthood—Resilience, Risks, and Research
  - Session 2: Developmental Tasks and the Impact of Trauma and Loss
- **Ready, Set, Fly**—‘Ready, Set, Fly! A Parent’s Guide to Teaching Life Skills’ was developed as a practical resource to help caregivers teach youth some of the skills needed to enable them to live successfully on their own. The activities are age appropriate and developmental, matching the levels of the Ansell-Casey Life Skills Assessment and Guidebook (ages 8-10, 11-14, 15-18, and 19 and older). The six sections provide comprehensive, developmental activities in the areas of

daily living tasks, housing and community resources, money management, self-care, social development, and work and study skills.

- **Older Youth Program Training-** This training is part of the Family-Centered Out-of-Home Care/Older Youth module for front line staff and provides information for the participant to gain:
  - understanding of services/benefits/resources/opportunities of the Older Youth Program
  - how to access services/benefits/resources and opportunities for the older youth
  - the philosophical base of the Division's work with older youth
  - the worker's role and responsibility as a youth's worker in providing the opportunity for the youth to fully participate and benefit from the resources of the Older Youth Program
  - the role and responsibilities the youth have in the process
  - the role and responsibilities of the people and agencies collaborated with in providing services to our youth

*\*\*\*All of these training courses are referenced elsewhere in the plan except for 'Ready, Set, Fly', which is a curriculum used at the local level.*

### ***On-the-Job Training***

New staff must complete On-the-Job Training, which supports the classroom training. The OJT training activities are part of the learning process of the new worker and they must be allowed time and support in completing these activities. In order for classroom training to have an effect on practice, participants must use their newly acquired skills in the work setting in the performance of OJT activities. The supervisor must ensure that new workers have an opportunity to do the assigned OJT activities referenced in the guide. A revised OJT guide was developed for both the supervisors and the staff with required activities to be completed. The Acknowledgement of Completion of OJT Assignments form must be initialed and dated by the supervisor and employee following each activity during the first six months of the OJT process. At the completion of the first six months of OJT, a final sign off is required by the supervisor and the employee. The completed form is to be kept in the employee's local personnel file.

Completion of OJT is also acknowledged and tracked through the Employee Learning Center (ELC). The ELC is used to track enrollments, wait lists, completion of training, assigned curricula, training plans, and create gap analysis reports.

### ***Training Provided to New Child Welfare Workers - Child Welfare Practice Basic Orientation Training***

The initial in-service curriculum is titled Child Welfare Practice Basic Orientation Training (CWPT). This training is provided to new Children's Division staff and new contracted agency staff. The initial in-

service training takes place during the first several months of employment and currently includes 126 hours of classroom training provided by Children's Division trainers combined with on-the-job training that is under the direction of the first level supervisor. The emphasis of the supervisor is on reinforcement of competencies and skills taught in the basic orientation classroom training.

The new Children's Service Worker, including one promoted to the position from elsewhere in the agency, is in probationary status during the first 12 months of employment. During this twelve month probationary period, the new employee receives ongoing in-service classroom training and OJT related to their job assignment which is in addition to the initial CWP Basic Orientation. A probationary worker carries a reduced caseload during this probationary period and is closely supervised in all aspects of the job to ensure that he or she is acquiring the skills necessary to adequately perform the job duties.

Probationary staff who are developing skills to perform their job have a reduction in caseload. However, as skills are developed, caseload is increased; case decisions are mutually made by supervisor and worker during first six months with the goal of more independent case decision making by the end of the probationary period. The OJT Guide provides a timeline illustrating the activities and events to occur in the first twelve months of employment which prepares workers to assume a full case load.

There are five classes in the initial CWPT Basic Orientation curriculum:

- Family-Centered Philosophy and Skills Training
- Child Abuse/ Neglect Investigations/Family Assessments/ Application of Family-Centered Philosophy and Skills for Intact Families
- Expedited Permanency and the Family-Centered Out-of-Home Care Process
- Children's Division Computer Systems Training
- Reinforcement and Evaluation

As of March 2014, a total of 25 regionalized sessions of Child Welfare Practice Basic Training were conducted for 391 participants during SFY14. Additional sessions are planned for the remainder of SFY14 and SFY15.

The following activities are addressed in the Child Welfare Practice Basic Training:

- Social work practice
- Referral to services
- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan

- Case reviews
- Case management and supervision
- Recruitment and licensing of foster homes and institutions
- FACES (SACWIS system)

*Setting of the training activity:* Contracted facility (i.e. hotel or agency conference rooms when possible; sessions conducted regionally to provide greater availability to staff and minimize travel cost).

*Duration category of training activity:* Full time (section 235.61).

*Provider of the training:* Children’s Division Professional Development and Training staff.

*Approximate number of days /hours of the training:* A complete session is currently 126 hours over five weeks with approximately one to two weeks in between each for OJT skill practice activities.

*Audience to receive the training:* All new Children’s Division front line social services staff and contracted agency staff providing case management.

*Description of the estimated total cost:* Approx. \$300,000 per year (16-24 sessions per year conducted regionally).

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and would be distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 75% FFP rate and is allocated by Missouri’s IV-E penetration rate, with the exception of Class Two “Child Abuse/ Neglect Investigations/Family Assessments/ Application of Family-Centered Philosophy and Skills for Intact Families” which is claimed at 50%.

***Core In-Service Modules for Front Line Staff***

In addition to the CWP Basic Orientation for new front line staff, the Professional Development and Training Program offers three core in-service modules for staff. The in-service modules serve as the next level of skill development for staff following completion of the initial CWP Basic Orientation and OJT. The modules provide concentrated skill building with an emphasis on core areas of agency policy and best practice, and include both classroom training and on-the-job training. This in-service structure provides ongoing education and professional development of staff throughout their first twelve months of employment while in probationary status. The modules are designed to include a supervisory training component followed by the sessions for the worker. Depending on the area of specialization, staff are required to complete one or all of the sessions.



### ***Investigation and Assessment Core In-Service***

This four-part in-service module provides concentrated focus on the identification and response to specific types of abuse and neglect. Various methods of instruction are used to explore critical thinking skills, social investigation/assessments, multi-disciplinary teams, supervisory consultation, decision making, worker/child/family safety & risk, interviewing children and adults, documentation, introduction to child advocacy centers, physical abuse, sexual abuse, and physical neglect, and skills demonstration and practice emphasis in conjunction with on-the-job training assignments.

This training is currently being redesigned to better meet the needs of staff. New sessions are planned for SFY15.

The following activities are addressed in the Investigation and Assessment Core In-Service training modules:

- Referral to services
- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Contracted facility (i.e. hotel or agency conference rooms when possible).

*Duration category of training activity:* Part time (section 235.61).

*Provider of the training:* Children's Division Professional Development and Training staff.

*Approximate number of days /hours of the training:* 32 hours; offered 2-4 times per year.

*Audience to receive the training:* New Children's Division front line social services staff who have been on the job for 6-12 months; front line supervisory staff attend the supervisory portion only.

*Description of the estimated total cost:* \$30,000/yr.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Family-Centered Services for Intact Families Core In-Service***

This in-service module will provide the knowledge and skills for a CD staff person providing service to intact families. Concentrated focus will be on engagement skills, safety/risk assessment and re-assessment, safety planning, Family Support Team Meetings, family specific service and treatment planning, underlying issues/family functioning, case planning and case documentation and skills demonstration and practice emphasis in conjunction with on-the-job training assignments.

This training is currently being redesigned to better meet the needs of staff. New sessions are planned for SFY15.

The following activities are addressed in the Family-Centered Services for Intact Families Core In-service training modules:

- Family-centered practice
- Referral to services
- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Contracted facility (i.e. hotel or agency conference rooms when possible).

*Duration category of training activity:* Part time (section 235.61).

*Provider of the training:* Children's Division Professional Development and Training.

*Approximate number of days /hours of the training:* 14 hours offered 2- 4 times per year.

*Audience to receive the training:* New Children's Division front line social services staff who have been on the job for 6-12 months; front line supervisory staff attend the supervisory portion only.

*Description of the estimated total cost:* \$20,000/yr.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Family-Centered Services Out-of-Home Care & Older Youth In-Service***

This in-service module will focus on the knowledge and skills of a CD staff person providing Family-Centered Out-of-Home Care services to children and families. Concentrated focus will be on facilitating family support team meetings, concurrent planning/case planning, critical thinking, case documentation, written service agreements, safety assessment in biological and foster parent homes, risk assessment/re-assessment, court/permanency issues, case closure, children exiting care, cultural diversity and skills demonstration and practice emphasis in conjunction with on-the-job training assignments. The Older Youth portion of this training provides information on the core philosophy elements of the Older Youth Program. Youth development principles and assets are discussed. In this training, participants will:

- Learn to apply youth development philosophy and identify ways to implement youth development activities
- Learn what lifelong and permanent connections are and the importance of each
- Learn the importance of how adolescent development is related to permanency and youth involvement
- Develop an understanding of strategies to develop connections, how to talk to youth about connections and the link between independent living service activities and permanent connections
- Gain an understanding of the responsibilities of case management of older youth and procedures for using the Ansell-Casey Life Skills Assessment (ACLSA)
- Learn how the ACLSA provides a comprehensive approach to assessment, goal planning, life skills instructions, and the evaluation of life skill activities
- Learn how to conduct a strength/needs assessment interview and how to use the web-based ACLSA
- Understand how the Adolescent FST Guide & Individualized Action Plan and resources will assist to engage youth in their permanency and education planning.

As of March 2014, two sessions have been conducted for a total of 12 participants during SFY14. Additional sessions are scheduled for SFY15.

The following activities are addressed in the Family-Centered Services for Out-of-Home Care Core In-service training modules:

- Family-centered practice
- Referral to services

- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Contracted facility (i.e. hotel or agency conference rooms when possible).

*Duration category of training activity:* Part time (section 235.61).

*Provider of the training:* Children's Division Professional Development and Training.

*Approximate number of days /hours of the training:* 40 hours, offered 3-4 times per year.

*Audience to receive the training:* New Children's Division front line social services staff who have been on the job for 6-12 months; front line supervisory staff attend the supervisory portion only.

*Description of the estimated total cost:* \$20,000/yr.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and will be distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Professional Ethics Training***

This three hour training course is intended to assist participants to:

- Become more aware of and more sensitive to ethical issues in professional practice
- Identify and grapple with competing arguments by examining their limitations and strengths
- Recognize the ethical principles involved in their practice situations
- Develop a greater understanding of the complexities of ethical decision making
- Reach thoughtfully reasoned conclusions and apply ethical principles to professional activities
- Clarify moral aspirations and standards and evaluate ethical decisions made within the context of the profession

As of March 2014, a total of two sessions have been conducted for 13 staff during SFY14. Additional sessions are planned for SFY15.

The following activities are addressed in this training:

- Referral to services
- Placement of the child
- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Agency conference/meeting space.

*Duration category of training activity:* Part-time (section 235.61).

*Provider of the training:* CD Training staff.

*Approximate number of days/hours of the training per session:* Three hours.

*Audience to receive the training:* CD staff, contracted providers.

*Description of the estimated total cost:* Approx. \$6,000 per year.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Adoption Training***

This training is designed to be flexible to meet the specific, individual needs of each region. The training focuses on topics such as federal laws relating to adoption, ICWA guidelines, MEPA-IEPA guidelines, state laws, permanency through adoption, case planning for adoption, loss and attachment issues, impact on the child, the birth family and resource family, behavioral interviewing, child specific recruitment, writing family assessments, decision making and placement of siblings, conducting an adoption staffing, child, birth family and resource family preparation, court preparedness, and post finalization services. This training has been provided throughout the state as part of the agency's accreditation efforts. The training will continue to be provided as part of the ongoing training in SFY15 for accredited sites.

As of March 2014, a total of 20 sessions were provided for 326 staff during SFY14. Additional sessions are planned for SFY15.

The following activities are addressed in this training:

- Referral to services

- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Agency conference/meeting space.

*Duration category of training activity:* Part-time (section 235.61).

*Provider of the training:* Contracted Provider.

*Approximate number of days/hours of the training per session:* Four hours.

*Audience to receive the training:* CD staff, contracted providers.

*Description of the estimated total cost:* Approx. \$20,000 per year.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Domestic Violence Training***

As of March 2014, the Children's Division, in conjunction with the Missouri Coalition against Domestic Violence (MCADV), provided six sessions of domestic violence training for new Children's Division and Family Support Division staff during SFY14. A total of 89 staff attended the training. This will continue to be offered in SFY15.

The following activities are addressed in this training:

- Referral to services
- Preparation for and participation in judicial determinations
- Placement of the child
- Development of the case plan
- Case management and supervision

*Setting of the training activity:* Contracted facility (i.e. hotel).

*Duration category of training activity:* Part-time (section 235.61).

*Provider of the training:* Coalition Against Domestic Violence staff and Children's Division Professional Development and Training staff.

*Approximate number of days /hours of the training per session:* One day.

*Audience to receive the training:* Children's Division and Family Support Division staff.

*Description of the estimated total cost:* Approx. \$7,500 per year (Grant funding secured through MCADV utilized to cover majority of training expenses).

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***STARS Pre-Service, In-Service, and Spaulding Train the Trainer***

Training for resource families continues to be offered and conducted on a regular basis utilizing the training curriculum purchased from the Child Welfare League of America (CWLA). Foster PRIDE/Adopt PRIDE curriculum produced by CWLA is a part of Missouri's preparation of resource families and is called STARS, which means **S**pecialized **T**rainin**G**, **A**ssessment, **R**esources, **S**kills, and **S**upport. Staff training and Development provides the STARS Train the Trainer courses for local training teams. The local training team consists of a service worker, foster and/or adoptive parent and a supervisor of the team. The service worker and the foster/adoptive parent co-train. The service worker also is responsible for conducting the family assessment needed for licensure.

The CWLA curriculum has 12 in-service modules providing over 100 hours of training. Train the Trainer courses are conducted for the same local training teams noted above. These courses are conducted throughout the state.

In addition to STARS, adoptive parents are required to attend 12 hours of training, specific to adoption, and prior to licensure. The above teams are also trained to provide this Spaulding "Making the Commitment to Adoption" course.

All the above STARS and Spaulding Train the Trainer courses include contractors who provide the training and assessment of resource families. As of March 2014, a total of five sessions have been conducted, and 61 participants have attended STARS Pre-Service, In-service, and Spaulding Train the Trainer during SFY14. Additional sessions are scheduled for SFY15.

The following activities are addressed in this training:

- Referral to services
- Preparation for and participation in judicial determinations
- Placement of the child

- Development of the case plan
- Case reviews
- Case management and supervision
- Recruitment and licensing of foster homes and institutions

*Setting of the training activity:* Contracted facility or agency conference when possible.

*Duration category of training activity:* Part-time (section 235.61).

*Provider of the training:* Children's Division Professional Development and Training.

*Approximate number of days/hours of the training per session:* STARS Pre-service two weeks with one week in between sessions; STARS In-service (12 modules conducted as follows: modules 1-6 one week; modules 7-12 one week; Spaulding three days).

*Audience to receive the training:* Teaching foster parents, CD staff and contracted providers who provide local STARS/Spaulding training and assessment for prospective resource families.

*Description of the estimated total cost:* Approx. \$100,000 for all trainings/multiple sessions per year.

*Cost Allocation Methodology:* This training is allowable as a Title IV-E activity to be matched at a 75% FFP rate and is allocated by Missouri's IV-E penetration rate. *The purpose of this training is to prepare foster parents for caring for children in the custody of the Children's Division to be placed and cared for in their homes.*

## **Supervisor Training**

### ***Initial In-Service Training***

The Children's Division, in partnership with the Department of Social Services Human Resource Center (HRC), has developed a comprehensive skills based training structure for front line supervisors. The structure requires new CD supervisory staff to complete the following initial in-service training:

- HRC Basic Orientation Supervisory Skills (BOSS) Training, 40 hours (one week)
- Children's Division Clinical Supervision Training, 46 hours (***Three part training which includes the case consultation module***)

Training is scheduled and provided quarterly; supervisors are to enroll in a training session as soon after their hire/promotion date as possible.

Competency areas such as leadership, the parallel process of being strengths based and solution focused, decision making, group supervision, time management, critical thinking, coaching, case consultation, worker development and performance, ethical and liability issues, teamwork, crisis intervention, mediation, and facilitating change are the focus of the training. The seven-hour Case



Consultation Training Module (Part Three) builds upon the 39 hour, two-part Clinical Supervision Training provided in the supervisor's first year. This additional module is provided to supervisors as an in-service during their second year on the job and provides further in-depth, clinical skill-building. Clinical Supervision Part Three Case Consultation is provided to any supervisor who has completed the 39-hour prerequisite Parts One & Two of Clinical Supervision and to any tenured supervisory staff needing or wanting to enhance case consultation skills.

As of March 2014, three sessions of the Department HRC BOSS Training were provided during SFY14. A total of 37 participants from the Children's Division attended the training. Additional sessions are planned for SFY15.

As of March 2014, 10 sessions of Children's Division Clinical Supervision Training have been provided for 128 first line supervisors during SFY14. This includes new and tenured supervisors.

### ***Ongoing In-Service Training***

In addition to the initial training provided to supervisors, the Children's Division and the Department HRC continue to offer a variety of in-service training modules to provide supervisors and managers professional development opportunities beyond the initial training. Examples of the competency based modules that are available include *Emotional Intelligence, Partnership: Building Synergy, Generational Differences, On-the-Job Training: Supervisors as Trainers, Time Management, Working with Millennials, Guiding Conflict Resolution, Dealing with Counterproductive Behaviors in the Workplace, Great Delivery of Not So Great News, Tearing Down Walls-Incorporating Non-Defensive Communication, Project Management: Define, Align, Execute, The Power of Expectations, Building Leadership Character, Professionalism in the Workplace, Providing Excellent Customer Service, Managing Me, Listening Skills and Managing Non-Verbals, Managing Emotions, and Thriving Under Pressure*. The in-service training will continue to be offered in SFY 15.

The following activities are addressed in this training:

- Development of the case plan
- Case reviews
- Case management and supervision

*Setting of the training activity:* Contracted facility (i.e. hotel).

*Duration category of training activity:* Full-time during the initial in-service training which will have both classroom and OJT; part-time for the ongoing /continuing in-service modules (section 235.61).

*Provider of the training:* Children's Division Professional Development and Training Unit and the Human Resources Center, Department of Social Services.

*Approximate number of days /hours of the training:* 40 hours of BOSS and 46 hours of CD Clinical Supervision training with weeks of OJT in between classroom sessions. Ongoing in-service modules are approx 1-2 days in length. Multiple sessions are conducted each year.

*Audience to receive the training:* Children's Division supervisors.

*Description of the estimated total cost:* Approx. \$226,000 per year. Cost includes both Children's Division sessions and the Human Resource Center management course offerings.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Learning Lab Workshops for Supervisors***

Learning Lab Workshops for supervisors provide ongoing professional development, offer frontline supervisors an opportunity to be trained in specific clinical supervision topics, and provide supervisors with the ability to problem-solve together through group discussions, action planning, and reviewing the effects of application in actual practice. Learning Lab Workshops are designed to provide an ongoing mechanism for supervisors to enhance and improve their practice.

As of March 2014, four Learning Lab Workshops were held during SFY14. A total of 54 participants attended the training. ***The learning lab contract ended and will not be utilized in SFY15.***

Learning Lab workshops have included topics such as:

- Engaging and Facilitating Change
- Burnout to Burn Up-Change & How to Stay Motivated
- Middle Management Strategies
- Communication & Advocacy for Management
- General Staff Issues, Self and Staff Motivation
- Supervisor's Role In Worker Retention
- Crisis Supervision
- Group Supervision for Management
- Effective Time Management for Supervisors

The following activities are addressed in this training:

- Development of the case plan
- Case reviews

- Case management and supervision

*Setting of the training activity:* Agency conference room or Contracted facility/hotel.

*Duration category of training activity:* Part-time (section 235.61).

*Provider of the training:* Family Facets (contracted).

*Approximate number of days /hours of the training:* Six hours per learning lab session; multiple sessions are conducted each year.

*Audience to receive the training:* Children's Division supervisors.

*Description of the estimated total cost:* Approx. \$80,000 per year.

*Cost Allocation Methodology:* Federal Title IV-E funding is allowable as one of the funding sources for this training and is distributed based upon the Cost Allocation Plan and the results of the Random Moment Time Study. This training is allowable as a Title IV-E activity to be matched at a 50% FFP rate and is allocated by Missouri's IV-E penetration rate.

### ***Professional Development Collaboration***

Over the past year, the Children's Division has continued to move forward with collaborative efforts to strengthen the professional development and practice of agency staff. The feedback and evaluation from the training opportunities, both in the classroom and in the field, have been positive overall. Staff indicate this professional development has improved individual knowledge and skill, but it has also provided a means to strengthen strategic planning and ongoing collaboration at the local level.

One of the primary partnerships which has continued is the Office of State Courts Administrator (OSCA) and Children's Division Collaborative. Children's Division and OSCA continue to jointly develop and deliver comprehensive training for Juvenile Court staff and Children's Division staff on child protection and juvenile court programs which impact policy and practice in both agencies.

In SFY14 the following were provided for Children's Division and Juvenile Court staff:

### ***Courtroom Skills Training for Good Child Welfare Practice***

This training focuses on preparing for court, professionalism in the courtroom, testifying in court, and legal terminology. Proper courtroom procedure, including professionalism, understanding the role in the court process, knowing how to prepare and read court orders, knowing the required contents of a petition, preparing for testimony, understanding basic evidentiary rules, handling cross-examination, knowing how to be responsive to questions, as well as understanding the statutory criteria for TPR cases, are covered. As of March 2014, three sessions have been conducted for 60 participants during SFY14. Additional sessions are planned for SFY15.

### ***Fostering Court Improvement Project***

Missouri's Fostering Court Improvement (FCI) project is a collaborative effort to use agency and court data systems to improve case handling and outcomes through intensive data-focused interaction and training for personnel in selected project judicial circuits. It combines training on the National Curriculum for Caseflow Management in Juvenile Dependency Cases Involving Foster Care with development, collection and analysis of Missouri specific court performance measures and integration and utilization of this information with the data available through an external website. Quality Assurance (QA) staff from the Children's Division assist circuit court staff to identify trends and develop plans for improvement. The QA Specialists provide information to the local FCI teams.

There was no FCI training for sites as of March 2014. However, this collaboration will continue with additional opportunities being offered during SFY15.

### ***Racial Awareness Training - Technical Assistance Collaborative***

During SFY14, the Children's Division has continued to provide staff with training on racial awareness as part of a proactive approach to examining the disproportionate number of children of color within the child welfare system nationally and in Missouri. Staff at all levels throughout the State have been provided the opportunity to participate in a series of educational discussions and awareness for change with consultants from the Center for the Study of Social Policy (CSSP) in Washington, D.C. The training sessions have allowed for a facilitated discussion on *RACE-The Power of an Illusion*, produced by California Newsreel in association with the Independent Television Service (ITVS). The training is intended to assist staff with beginning to think about how these issues can impact the development of policies, programs and practices that will reduce racial/ethnic disproportionality and disparity and improve outcomes for all children and families involved with child welfare. This training is intended to be one of many steps to eliminate disparities and overrepresentation of children and families of color within child welfare in Missouri. Following the statewide rollout, as recommended by the Racial Equity workgroup, a six hour training course is now provided as a required in-service training for all new staff in their first year following completion of Child Welfare Practice Basic Orientation. Between July 2013 and March 2014, nine sessions have been conducted for 180 staff. Additional sessions will be provided in SFY15. Through the Racial Equity work group members, ongoing outreach is being provided to community partners, foster parents and other agencies.

### ***Mental Health First Aid Training SFY14-15***

In collaboration with the Missouri Institute of Mental Health, the Children's Division selected a cadre of regional field staff and agency staff trainers to become certified in MHFA instruction. This team of certified MHFA instructors provides Mental Health First Aid training to agency staff and foster parents. The eight hour MHFA educational course addresses the signs and symptoms of mental health issues such as depression, anxiety, psychosis, and substance misuse, as well as strategies to help a person in a mental health crisis until appropriate professional treatment is received or the crisis is resolved.

Between July 2013 and March 2014, a total of nine classes have been provided for 80 participants. Additional sessions are scheduled for the remainder of SFY14. This collaborative effort will continue in SFY15.

***Training for Residential Providers***

Missouri is currently not claiming any federal funds for training for residential providers. The Division plans to review curriculums submitted by the facilities and develop a list of those that are appropriate for federal dollars and limit claiming to only those. In addition, CD is defining acceptable documentation of costs. When this is completed the IV-B Training Plan will be amended to include the specific trainings.

**CD PROFESSIONAL DEVELOPMENT & TRAINING**

Initial/Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting/venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
	CWPT	CHILD WELFARE PRACTICE BASIC ORIENTATION					126 Hours		\$300,000 per year	
I	CWPT- CD000001 Family-Centered Philosophy and Skills Training	This competency based curriculum will introduce the participant to the agency's role & philosophy in responding to CA/N, State and Federal Statutes, principles of Family Centered strength's based practice and the basics of assessing a family's strengths and needs through the use of assessment tools. Crisis Intervention, Safety Assessment, Safety Planning, Safety Reassessment, Risk Assessment, Risk Reassessment, Goals, Tasks Service Delivery and Termination of Services are explored.	Social work practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions	Agency Training room or contracted facility	Full time	CD Professional Development and Training Unit (CD PDTU)	28 Hours	All new CD Frontline Staff and Contracted Staff	See above	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 75% FFP.

Initial /Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting/venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
I	CWPT-CD000002 CA/N Investigations/Assessments/ Application of Family Centered Philosophy and Skills for Intact Families	This competency based curriculum will provide definitions & identification of CA/N, the types of referrals and reports that can be made, the screening process, dual response system, how to conduct an investigation and assessment. Staff will understand the functions, roles, and responsibilities of CD staff in their response to hotlines. Staff will know the concepts of family centered, strengths based, solution focused service delivery to intact families and can demonstrate their usage through the available assessment tools. Case Conferencing, Initial Contacts, FST's, Risk Assessment and Case Closure are explored.	Social work practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions	Agency Training room or contracted facility	Full time	CD PDTU	28 Hours	All new CD Frontline Staff and Contracted Staff	See above	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
I	CWPT-CD000003 Expedited Permanency and the Family-Centered Out-of-Home Care Process	This competency based curriculum will provide knowledge of the impact of out-of-home placement of children and families. Staff will explore the family centered out of care process which includes: ASFA, reasonable efforts, permanency goals, developing and utilizing permanency planning and an understanding of expedited	Social work practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster	Agency Training room or contracted facility	Full time	CD PDTU	28 Hours	All new CD Frontline Staff and Contracted Staff	See above	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 75% FFP.

		<p>permanency time frames. Staff will discuss pre-placement planning, selecting a home for a child, preparing parties for placement and dealing with the impact of placement of all parties. Specific attention will be placed on facilitating family support team meetings, court testimony and documentation, ongoing responsibilities and activities. Session concludes with assessing child safety and risk at time of case closure.</p>	homes and institutions							
I	CD000004 Reinforcement and Evaluation	<p>In this competency based curriculum staff will be expected to display satisfactory casework interviewing skills, identify the proper steps in a case planning process, display knowledge of the principles of the normal development of children, display an awareness of and sensitivity to typical reactions of families and individuals to severe environment and inter-personal stress and gather information and individually complete an assessment and planning tools and various CD forms.</p>	<p>Social work practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions</p>	<p>Agency Training room or contracted facility</p>	Full time	CD PDTU	14 Hours	All new CD Frontline Staff and Contracted Staff	See above	<p>Title IV-E funding as one source &amp; distributed based on cost allocation plan and results of RMTS. Claimed at 75% FFP.</p>



Initial /Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting/venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
I	CD000005 Children's Division Computer Systems Training	COMPUTER SYSTEMS TRAINING: This computer class offers hands on individual experience in entering, updating and inquiry of CD programs.	SACWIS Social work practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions	Agency Training room or contracted facility	Full time	CD PDTU	28 Hours	All new CD Frontline Staff and Contracted Staff	See above	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 75% FFP.
O	CA/N Investigation & Assessment training for Supervisors  CD000012	This in-service module will provide supervisors concentrated focus on the identification and response to specific types of CA/N, interviewing of children and adults, decision making during the response to CA/N, safety and risk assessment and case documentation. Skills Demonstration and Practice emphasis.	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Agency Training room or contracted facility	Continuing Part time	CD PDTU	6 hours	Frontline Supervisors	\$5,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

O	CA/N Investigation & Assessment training for Workers  CD000103 CD000104 CD000105 CD000106	In-service CA/N Investigation/Assessment Training: This 4-part in-service module will provide concentrated focus on the identification and response to specific types of CA/N. Various methods of instruction will be used to explore Critical Thinking Skills, Social Investigation/Assessments, Multi-Disciplinary Teams, Supervisory Consultation, Decision Making, Worker/Child/Family Safety & Risk, Interviewing Children and Adults, Documentation, Introduction to Child Advocacy Centers, Physical Abuse, Sexual Abuse, and Physical Neglect. Skills Demonstration and Practice emphasis in conjunction with On the Job Training Assignments	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Agency Training room or contracted facility	Continuing Part time	CD PDTU	32 hours	CD Frontline staff	\$25,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
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Initial /Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting /venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
O	Family Centered Services for Intact Families Core In-Service for Supervisors  CD000013	This in-service module for supervisors will provide the knowledge and skills for a CD staff person providing service to In-tact families. Concentrated focus will be on engagement skills, safety/risk assessment and re-assessment, family support team meetings, family specific service plans, underlying issues/family functioning, case planning and case documentation. Skills Demonstration and Practice emphasis.	Family centered practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Agency Training room or contracted facility	Continuing Part time	CD PDTU	6 hours	Frontline Supervisors	\$5,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
O	Family Centered Services for Intact Families Core In-Service for Workers  CD000098	Complete CWPT and have 6-12 months on the job experience in working with intact families. In-service FCS for Intact Families: This in-service module will provide the knowledge and skills for a CD staff person providing service to Intact families. Concentrated focus will be on Engagement Skills, Safety/Risk Assessment and Re-assessment, Safety Planning, Family Support Team Meetings, Family Specific Service and Treatment Planning, Underlying Issues/Family Functioning, Case Planning and Case Documentation. Skills Demonstration and	Family centered practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Agency Training room or contracted facility	Continue Part time	CD PDTU	14 hours	Frontline Workers	\$15,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

		Practice emphasis along with On the Job Training Activities								
O	Family Centered Services Out-of-Home Care/Older Youth for Supervisors CD000014		Family centered practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions	Agency Training room or contracted facility	Continue Part time	CD PDTU	6 hours	Frontline Supervisors	\$5,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
Initial /Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting /venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
O	Family Centered Services Out-of-Home Care/ Older Youth Training  CD000095 CD000096 CD000224		Family centered practice Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and	Agency Training room or contracted facility	Continue Part time	CD PDTU	40 hours	Frontline Supervisors	\$15,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

			institutions							
O	Professional Ethics & Boundaries Training CD000117	"This 3 hour course explores the professional boundaries in Social Work and how the NASW Code of Ethics can help when boundaries are crossed. Participants will learn the concept of Socratic learning and how it can apply in supervisory situations, and a 3-step decision-making model to use in ethical dilemmas, and they will practice using the Code of Ethics in varying situations."	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Agency Training room or contracted facility	Continue Part time	CD PDTU	3 hours	Frontline staff and supervisors	\$6,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
O	Domestic Violence Training FS000026	This one-day course reviews the dynamics of domestic violence and provides information regarding local agencies that provide services related to domestic violence. This course is a one-day training session that is offered on an ongoing basis at various locations throughout the state. The training is provided by staff members or subcontractors of the Missouri Coalition Against Domestic Violence. This session is required for all staff responsible for administering the Temporary Assistance	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision;	Contracted facility	Continue Part time	Contracted Provider	8 hours	Frontline staff	\$7,500	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

		program.								
O	STARS Pre-Service, In-Service & Spaulding Training CD000015 CD000016 CD000017 CD000018 CD000019	This curriculum provides the knowledge and skills necessary to train prospective Foster/Adopt Parents. An overview and practice of the curriculum is provided.	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan; Case reviews; Case management and supervision; Recruitment and licensing of foster homes and institutions	Agency Training room or contracted facility	Continuing Part time	CD PDTU	Total of 119 hours	Frontline staff and supervisors	\$100,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 75% FFP.
Initial /Ongoing	Course # & Title of Training	Brief Course Syllabus	Allowable Title IV-E admin. functions training activity addresses	Setting/venue for training activity	Duration category of training activity	Proposed provider of training activity	Specification/approximate # of days/hours of training activity	Audience to receive training	Estimated total cost/year	Cost allocation methodology
O	COA-Adoption Training	This training is designed to be flexible to meet the individual needs of each region. Training focuses on topics such as Federal Laws relating to adoption, ICWA Guidelines, MEIP?IEPA, State Laws, Permanency, Case Planning, Loss and Attachment Issues, Child Specific Recruitment, Adoption Staffing, Birth	Referral to services; Preparation for and participation in judicial determinations; Placement of the child; Development of the case plan;	Agency Training room or contracted facility	Continuing Part time	Contracted Providers	4 hours	Frontline staff & supervisors	\$20,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

		Family/Resource Family Preparation and other related topics.	Case reviews; Case management and supervision;							
I	Basic Orientation Supervisory Skills Training  HR000038	The transition to supervision is challenging. Becoming a supervisor often means experiencing changes in your relationships, roles, responsibilities, and routines. Effective supervision is a skill. It helps in the transition for the supervisor to understand some basic concepts and functions of effective supervision (i.e., planning, organizing, leading/directing, and controlling). This training will provide supervisors with the foundations of these critical management and supervisory skills.	Development of the case plan; Case reviews; Case management and supervision	Agency Training room or contracted facility	Full time	HRC	40 hours	Frontline Supervisors	See Clinical Supervision	Federal funds & state funds Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
I/O	Clinical Supervision Training  CD000101 CD000102 CD000254	Competencies areas to be addressed are: Supervisor expectations, Characteristics and Change in roles; the Supervisors role in CWPT; Time Management; Supervision Styles; Strengths Based-Solution Focused Techniques to use with families and staff; Case Consultation; Assessing for safety and risk of children during case consultations; Stages of Crisis Intervention; Critical Decision Making; Compassion Fatigue; Coping Strategies; Ethics in Child Welfare Practice;	Development of the case plan; Case reviews; Case management and supervision	Agency Training room or contracted facility	Full time	CD PDTU	46 hours	Frontline supervisors	\$226,000 includes cost of CD courses and HRC course offerings	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.

		Professional Development and EPPA's; Use of Group Supervision; Group Process; Leadership.								
O	Learning Lab Workshops for Supervisors	Learning Lab Workshops for supervisors will provide ongoing professional development, offer frontline supervisors an opportunity to be trained in specific clinical supervision topics, and provide supervisors with the ability to problem-solve together through group discussions, action planning, and reviewing the effects of application in actual practice of their staff with the children and families we serve.	Development of the case plan; Case reviews; Case management & supervision	Agency Meeting room or contracted facility	Continuing Part time	Contracted Provider	6 hours	Frontline Supervisors	\$80,000	Title IV-E funding as one source & distributed based on cost allocation plan and results of RMTS. Claimed at 50% FFP.
O	CASA Training	Missouri's CASA programs provide 30 hours of training to pre-screened volunteers using the National CASA/GAL Association Volunteer Training Curriculum. This curriculum provides a base of knowledge and skills so that volunteers may advocate for the best interests of abused and neglected children. Specifically, the training addresses the role of the CASA volunteer, how to recognize child abuse and neglect, the relevant laws and court procedures, understanding families, developing cultural	The National CASA volunteer training curricula is an allowable Title IVE expense with the exception of "Introducing the CASA/GAL Volunteer Role" and "Pulling it All Together" which are partially allowable. A contract with the statewide CASA agency is in place to reimburse for allowable expenses. This contract	There are 21 local CASA programs in Missouri. Each local program will be providing the CASA volunteer training to their prospective volunteers. Many of the local programs are able to provide the training in conference rooms that are part of their office space. Other programs must rent conference rooms to provide the training.	Short-term	Training provided by staff of the CASA program. This staff is usually the program director or volunteer coord. Some programs hire consultant to provide some portions of the training.	30 hours	Pre-screened & approved CASA volunteers	\$105,000	In 2007, the Missouri CASA Association began receiving a state appropriation. Each local CASA program has received at least \$5,000 of the appropriation each year. In order to receive this funding, the MOi CASA Assoc requires local CASA programs to complete an annual application. Each program will be required to budget \$5,000 from the state appropriation for volunteer training costs. The



		competence and communicating with courts and others as a CASA volunteer.	covers services beginning July 1, 2012. The current contract will expire June 30, 2014.							proposed budgets include descriptions of expenses for training new CASA volunteers. The total expenses submitted will not exceed the match funding of \$105,000 (\$5,000 x 21 programs).
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**SFY 14 Summary of “Legal Aspects” Trainings  
July 2013 to March 2014**

Date	Training	Length	Location (Setting/Venue)	No. of Attendees	Child Welfare Professionals	Description
	<b>CHILDREN’S DIVISION TRAINING</b>					
Ongoing	Legal Aspects of Investigations	2.5 days *	Agency training room or contracted facility	116 6 sessions provided	CD	This is a mandatory training for all investigators, their supervisors and management involved in substantiating child abuse and neglect by preponderance of the evidence (POE) or in providing the administrative review to uphold or reverse the finding of POE. The Critical Thinking portion for the training is specifically tailored to help investigators and supervisors at key decision-making points in the investigative process: gathering information, evaluating evidence and deciding whether or not to substantiate. Pre and post tests are used to evaluate: 1) whether the legal concepts and their application to practice as well as policies supporting them were imbedded in local practice and 2) the effectiveness of the training materials. Pre and post test are used to learn skill gaps and the training has flexibility to re-focus on the topics identified.

Ongoing	Legal Aspects of Family Centered and Adoption Cases#	2 days *	Agency training room or contracted facility	42 3 sessions provided	CD, FCCM	<p>This training is for front line staff and supervisors working in Family-Centered (both intact and out-of-home) and adoption cases after completing basic training. It involves the fundamentals of the law that apply in child welfare cases from investigation to removal from the home through permanency 2) how constitutional, federal and state law impact permanency planning and concurrent planning and 3) an introduction to termination of parental rights.</p> <p>Pre and post tests are used to evaluate: 1) whether the legal concepts and their application to practice as well as policies supporting them were imbedded in local practice and 2) the effectiveness of the training materials. Pre and post test are used to learn skill gaps and the training has flexibility to re-focus on the topics identified. The requirement of viewing 5 web-based (DVD) training topics prior to attending continues, but needs to be evaluated. A competency test on the 5 web-based (DVD) trainings is required with a process for the person to review any errors with their supervisor prior to attending. Those who have attended prefer the current format. It seems to provide for a richer discussion on the issues as the concepts are not new to them at the training. Estimated total cost for the year: approximately \$2,700. The cost allocation methodology: Title IV-E funding as one source and is distributed based on the cost allocation plan and results of RMTS. Claimed at 75% FFP.</p>
Ongoing	Legal Aspects of Child Safety Decision Making in PC Cases#	6 hours *	Agency training room or contracted facility	78 5 sessions provided	CD staff in all program lines and FCCM	<p>This agency training is available to fostering court improvement (FCI) circuits 4 to 6 weeks in advance of the companion training for the circuit's multidisciplinary team members based on "Child Safety - A Guide for Judges and Attorneys." This training focuses on standardizing the terminology and decision making for child safety across all program lines and for use with Judges, attorneys, GALs, etc., from hotline initiation to permanency.</p> <p>Estimated total cost for the year: approximately \$4,000. The cost allocation methodology: Title IV-E funding as one source and is distributed based on the cost allocation plan and results of RMTS. Claimed at 50% FFP.</p>
Ongoing (by request)	Legal Aspects of Investigations Update	4 hours **	Agency training room or contracted facility	15 1 session provided	CD frontline investigators and supervisors	<p>This training is held upon request of a FSM or RD. It provides updated information on the case law that applies to investigations and 24 case examples to help illustrate how to substantiate hotlines based on the legal definitions of abuse and/or neglect.</p>

Ongoing (by request)	Legal Aspects of Administrative Review	4 hours **	Agency training room or contracted facility	0	CD – Region sub group of CMs, Specialist	This training is held at the request of a RSM or RD. It is narrowly focuses on issues at the CANRB and case law that impact administrative review decisions at the circuit manager level and above.
Ongoing (by request)	Legal Aspects of Dads for FCS and AC Workers	3 hours **	Agency training room or contracted facility	0	CD and FCCM	By request from regions - training for FCS and AC staff and FCCM focusing on the importance of fathers and the need to involve and how to work with the legal father, the putative father and the father figure in the home. The training addresses how paternity and custody laws apply.
Ongoing	<b>Legal Aspects DVD Series</b>  <ul style="list-style-type: none"> <li>◆Legal Aspects – CA/N Camp #1</li> <li>◆Legal Aspects- CA/N Camp #2</li> <li>◆An Investigator’s Survival Guide to Testifying</li> <li>◆Legal Aspects of Concurrent Planning</li> <li>◆Legal Aspects of Relative Placements</li> <li>◆Breaking Through the Bars: The Incarcerated Parent</li> <li>◆Legal Aspects of Who’s Dad?</li> <li>◆Legal Aspects of Mo Custody Laws</li> <li>◆Legal Aspects of Adult Guardianships for Older Youth</li> </ul>	**  3.5 hours 2.25 hours 1 hour 2 hours  1 hour .5 hour 1.75 hour 1.25 hour 1 hour	Individually at staff’s desk or in Agency training room / contracted facility if used by the supervisor at meetings	58 total participants	CD, FCCM	The Legal Aspects DVD Series consists of individual training modules which are now web-based as well as on DVD. These trainings may also be viewed as a reference whenever needed and are highly recommended for supervisors to use with staff. Power points and handouts are downloadable from the website. “The Legal Aspects of Who’s Dad?” and “The Legal Aspects of MO Custody Laws” are topics from the Legal Aspects of Family Centered and Adoption in-person training that affect the basic day in and out decision-making of front line investigators as well as workers. “Breaking Through the Bars: The Incarcerated Parent” is a topic matching the social work and laws that apply for permanency for the children. “An Investigator’s Survival Guide to Testifying” provides an experienced investigator’s and trial attorney’s perspective on what an investigator needs to know when testifying. The 2 CA/N Camps require supervisory participation and a sign in sheet for Chapter 210 credit. The other trainings are self-study and there is an acknowledgement process for credit. The web-based training format can be utilized individually or in small groups.
<b>OSCA SPONSORED TRAINING</b>						
Ongoing	Courtroom Skills for Good Child Welfare Practice	1.5 days *	Agency training room or conf room	60 3 sessions provided	CD staff and FCCM	OSCA CIP training grant. This course is designed for new staff that may testify in court. It addresses the dynamics of the courtroom, the players, the hearings process, an overview of evidentiary rules, courtroom etiquette and actual direct and cross examination on a case. The training was expanded to 1.5 days to include termination of parental rights (TPR), as new frontline staff caseloads include TPR cases. Those that are multidisciplinary are at the request of CD and JO.
Ongoing	Child Welfare Attorney Training	1 day	Agency training room	0	JO attorneys, DLS	OSCA CIP funding. Training addresses parents attorneys,

(by request)		*	& contracted facility		attorneys, GALs and Parents' attorneys	GALs and JO attorneys roles and responsibilities (1 hour panel) as well as the laws and court processes and applicable social work practice.
Ongoing	Fundamental Skills for MO Juvenile Justice Professionals – Child Abuse and Neglect	4 hours *	Statewide- agency conf room or contracted facility	18 1 session provided	DJOs and detention staff	OSCA Judicial Education provides new staff training for detention and deputy juvenile officer that includes a CA/N section. This training provides participants with the legal basics on the definitions of abuse, neglect, the meaning of mandated reporting and CD's role in protecting children.
	<b>MISSOURI OFFICE OF PROSECUTION SERVICES SPONSORED TRAINING</b>					
Ongoing (by request)	Why in the Heck Do They Do That? Successful Tactics in Collaboration with CD	1.5 hour **	Statewide webinar	113	Law enforcement, prosecutor, JO attorneys, CD, DJOs, CAC, Advocates, P&P, Forensic Inter., school and medical personnel	This webinar is done at the request of the Family Violence Resource Prosecutor, Missouri Office of Prosecution Services (MOPS). The webinar explains the hotline system for successful collaboration with multidisciplinary team members (MDT). It addresses the legal basis for the hotline system and how CD substantiates hotlines, provides services, protects children and works with the courts.
	<b>GAL/CLE TRAINING AND OTHER CIRCUIT SPECIFIC TRAINING</b>					
Ongoing (by request)	Legal Aspects Overview	1.5 hours **	Statewide Foster Care Advisory Board meeting	0	Foster parents serving on the board, Office of Child Advocate, CD Central Office Staff	This training is designed to provide the advisory board with an overview of the legal basics (constitutional, federal and state laws) underlying the child welfare system and how these concepts impact permanency for children.
Ongoing (by request)	CD's Hotline System	2 hours **	Contracted facility	37 1 session provided	School counselors, contract agency mgmt, social workers and life skills facilitators	Hotline system training for mandated reporters and to understand how CD makes decisions to keep children safe and provide services to lower the risk and support the family.
Ongoing (by request)	Legal Aspects of Concurrent Planning	1.5 hours **	Juvenile Courts & Laws Committee of the Mo Bar	0	GALs, Parents' attorneys, JO attorneys, DLS attorneys	Continuing legal education for child welfare attorneys and other GALs with an overview on the child welfare system and the how constitutional, federal and state laws and corresponding agency policy apply in key decision making points from removal to permanency.
Ongoing	Legal Aspects of Permanency	3 hours	Judicial Circuits	0	GALs, Parents' Attorneys,	Collaboration session with an overview of the child

(by request)	Planning and Concurrent Planning	**			JO Attorneys, Judges, DJOs, CD, FCCM	welfare system, focusing on how the laws and social work apply to working with dads, incarcerated parents, placements with relatives, TPR and adoption.
Ongoing	Child Safety Decision Making – The Essence of Permanency Planning	7 hours *	Agency conf room	91 5 sessions	GALs, parents’ attorneys, JO attorneys, DLS attorneys, DJOs, CASA, CD and FCCM	This multi disciplinary training is the companion training to the agency training (Legal Aspects of Child Safety Decision Making in PC Cases) and is based on “Child Safety - A Guide for Judges and Attorneys.” It is only available in FCI sites and takes place 4-6 weeks after the agency training. It is co-trained with a retired OCSA manager. It provides a practical summary about child safety for the participants so they can evaluate CD recommendations on child safety based on sufficient information; recognize recommendations that follow logical reasoning and analysis; identify what additional information must be gathered and reported to the court; and have confidence in child safety decisions as they relate to permanency and well being.

All training provided by the Legal Aspects Trainer. Courtroom skills provided with an attorney co-trainer. Some of the DVDs/web-based trainings include a CD trainer or other CD staff as a guest presenter.

The trainings are held in Agency training rooms, meeting rooms or contracted facilities, unless otherwise noted.

Duration category of training activity:

\* full time

\*\* part time

\*\*\* short term

# Allowable Title IV-E administrative function training activity addresses: concurrent planning,

introduction to termination of parental rights, referral to services; preparation for and participation in judicial determinations; placement of the child; development of the case plan; case reviews; case management and supervision