# Commonwealth of Massachusetts Department of Children & Families (DCF) Child Welfare Institute (CWI) Training Plan 2025-2029

### May 30, 2024

The Commonwealth of Massachusetts Department of Children and Families Training Plan outlines the anticipated training and professional development programs for the next five fiscal years. The Department employs a hybrid model of staff training, incorporating in-person learning, instructor-led online sessions, and e-learning.

This new Child Welfare Institute (CWI) Training Plan replaces previous versions. The primary goal of the CWI is to promote effective child welfare practices. CWI activities aim to enhance social workers' knowledge and skills, improve supervision quality, and foster an agency environment that supports creativity and professional growth. CWI is dedicated to advancing the Department's strategic goals and objectives.

The CWI is responsible for providing training and professional development opportunities to approximately 4,200 agency staff.

### Cost allocation methodology for claiming training

The cost allocation methodology indicated below is based upon the subject matter of each training course, the length of each course, the salary of each participant, non-salary expenses, and the CAP code for each participant or expense.

- (1) Identify training topics allowable at varying percentages (0%, 50%, or 75%).
- (2) Calculate salary expenses associated with allowable trainings.
  - a. For each training course, produce a list with DCF participant (trainer or attendee) names, duration in hours, and date of training.
  - b. For each DCF participant, calculate percentage of their time spent in allowable trainings.
  - c. For each DCF participant, based on that percentage, calculate percentage of their salary in the claiming period spent and identify salary expenses for allowable training hours.
  - d. Sum the training time salary in each CAP cost pool.
  - e. Transfer identified training time salary from the dollars in each CAP cost pool to the appropriate Training (50% or 75%) cost pool.
- (3) Calculate non-salary expenses associated with allowable trainings.
  - **a.** Transfer identified expenses from the dollars in each CAP cost pool to the appropriate training (50% or 75%) cost pool.

# FFY 2025-2029 DCF Training Plan Department of Children and Families Child Welfare Institute

This training plan is submitted in compliance with intersecting federal laws, regulations, and Program Instructions (ACYF-CB-PI-24-02; 45 CFR 1356.60(b); 45 CFR 1357.15(t)(1); and 45 CFR 235.60-235.66). It outlines the planned training activities for DCF to achieve excellence in staff development in child welfare practice. The allocation descriptions reflect the claiming mechanisms required by Title IV-E for enhanced federal financial participation.

The coursework and program details are organized according to the requirements specified in ACYF-CB-PI-24-02. The key on page 5 explains the labels used in this section, where each row's label represents a shortened version of a corresponding federal requirement.

**Key:** 

DCF State Plan Label	Federal Requirement	
"Training Description"	A brief, one paragraph syllabus of the training activity	
"Admin Function"	Indication of the specifically allowable Title IV-E administrative functions the training activity addresses (45 CFR 1356.60 (c) (2) (I- x))	
"Venue"	Indication of the setting/venue for the training activity	
"Duration"	Indication of the duration category of the training activity (i.e. short-term, long-term, part-time, full-time) (45 CFR 235.63-235.66 (a))	
"Provider"	Indication of the proposed provider of the training activity	
"Days" and "Hours"	Specification of the approximate number of days/hours of the training activity	
"Audience"	Indication of the audience to receive the training	
"Cost"	Description of the estimated total cost	
"Allocation"	Cost Allocation Methodology (45 CFR 1356.60; SEC. 474 (3) (A-B))	
Training Criteria	Identification of % of overall training time spent on: 1. 75% FFP topic areas, 2. 50% FFP topic areas, and 3. 0% FFP topic areas	

Child Welfare Institute

Framed by the agency's overarching priorities and practice expectations, the Massachusetts Child Welfare Institute (CWI) has developed and implemented a series of highly regarded programs. These initiatives promote continuous learning and professional identity for child welfare social workers, supervisors, and managers at the Department of Children and Families (DCF), enhancing organizational effectiveness through:

- **Core Practice Values:** Continuous learning is integral to professional growth and organizational improvement.
- **Expert Staff:** CWI's team comprises dedicated, highly experienced, and credentialed child welfare practitioners and innovative learning facilitators.
- **Experienced Workforce:** The agency benefits from a highly educated and experienced workforce with low turnover rates, fostering deep knowledge and practical experience.
- **Learner-Centered Curriculum:** CWI's approach to curriculum design and training development is centered on learners and based on practice.
- **Policy Change Initiatives:** CWI contributes to the planning and implementation of policy changes.
- **Licensure Support:** CWI supports DCF staff in becoming licensed social workers, with 99% currently holding licenses.
- Evolving Training Programs: Professional development opportunities include MSW fellowships, post-master's clinical certificate programs, in-service training, conferences, and orientation for new staff.
- Succession Planning and Leadership: Staff training and development are crucial for effective succession planning and leadership cultivation.
- **Dedicated Budget and Facilities:** CWI has a specific budget allocation and operates a statewide training center, providing a permanent space for professional learning.

The Department has continuously expanded, diversified, and revised its training and professional development programs, including:

- New Social Worker Preservice Training (NSWPT): Continuously revised to meet current needs.
- Supervisor Professional Development Program: Evolved to enhance supervisory skills.
- Facilitative Child Welfare Supervisor Framework: Created to support effective supervision.

All programs are developed with input from agency leadership, Continuous Quality Improvement activities, policy and programmatic changes, practice specialist committees, field advisory groups, training evaluations, and feedback from training events, ensuring relevance and effectiveness.

CWI training and professional development programs aim to:

- Enhance the capacity, competency, and confidence of social workers, supervisors, and managers in child welfare practice.
- Improve safety, permanency, and well-being outcomes for children and families.
- Promote continuous learning as essential for professional growth, identity, and advancement within the agency.

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CWI is responsible for the training and professional growth of approximately 4,200 staff members, offering varied learning programs including:

- New Social Worker Preservice Training Program
- New Supervisor Professional Development Program
- Protective Response/Hotline Training
- New Area Program Manager Training
- In-Service, Child Welfare-Based Practice Training
- MSW Fellowship Program
- Professional Certificate Programs
- Licensing Test Preparation
- Professional Conferences and Forums
- Policy Implementation and Training

CWI offers a comprehensive range of training opportunities. For a detailed list and explanation of these programs, please refer to the ACF Title IV-E State Training Plan. The following table summarizes the primary CWI training programs, aligning curriculum and content with strategic areas and priorities for organizational effectiveness and practice improvement.

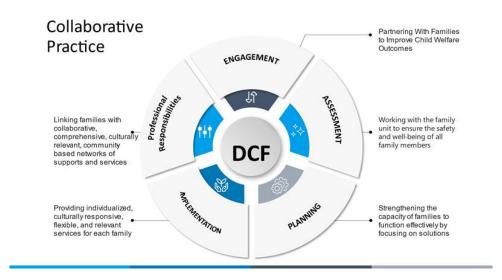
### **New Worker Pre-Service Training Program**

The DCF Child Welfare Institute (CWI) designs and implements a wide range of professional development programs for all agency staff levels. The New Social Worker Pre-Service Training (NSWPT) program is the primary onboarding program for newly hired direct service social workers.

NSWPT is the largest program implemented by CWI. New social workers complete this comprehensive training series before being assigned cases, marking the beginning of their learning journey as child welfare professionals.

NSWPT is an innovative hybrid learning program, utilizing both synchronous and asynchronous teaching approaches and an in-person classroom environment. Through a blend of real-time instructor-led remote sessions, live in person classroom meetings, and self-paced asynchronous learning assignments, new social workers experience a varied learning process that accommodates different learning styles.

The training process for new social workers is based on a collaborative practice framework, which organizes child welfare social work into five major learning dimensions: engagement, assessment, planning, implementation, and professional responsibilities. These dimensions guide the learning journey for new social workers, helping them develop foundational knowledge and providing structure for experiential learning activities as they explore their strengths and needs as facilitators of change.



The New Social Worker Training Program adheres to the Leadership Identified Competencies. (*Please see the Appendix B for the identified competency and Appendix C for the Module crosswalk*)

# 1. Learning Path Overview

The NSWPT program is divided into twenty-one learning modules, each with a specific learning path. These competency-driven paths ensure that the content and activities are focused and directly relevant to the day-to-day work of helping families keep their children safe. The learning path includes instructor-led virtual training sessions, peer learning groups, eLearning resources, literature reviews, and self-paced learning supports.

All training materials are accessible online through the DCF Virtual Gateway. Each new social worker has full access to these materials via the DCF Intranet portal. Additionally, all DCF staff can access these resources for continuous learning, development, and coaching new workers. The intranet training portal serves as a reference point for social workers to enhance their practice throughout their careers, providing immediate access to professional clinical tools needed to effectively assess danger, risk, and safety, and to plan interventions with families.

The DCF intranet portal is maintained by CWI staff. In collaboration with specialists, contracted trainers, the DCF legal department, OJL team members, area office leadership, supervisors, and social workers, the materials are continuously updated, evidence-based, and reviewed for effectiveness.

A crucial component of the NSWPT is On-the-Job Learning (OJL). As a core element of the learning path, new social workers spend time with their area office team—including their supervisor, unit, and managers—to shadow peers and develop relationships. The OJL experience aims to transfer knowledge and skills gained in training to direct practice with families. DCF is continually building formal structures to improve this vital training component, including creating an opportunity for new social workers to spend two weeks in the area office before beginning training. This approach promotes effective practice and inspires high retention rates as social workers build strong connections with colleagues and gain confidence in their skills.

Each learning path incorporates various methods of training delivery, activities, and practice experiences, including:

- 1. Content-based, instructor-led remote learning sessions
- 2. eLearning and videos
- 3. Literature reviews
- 4. Pod learning
- 5. Professional learning communities
- 6. Self-assessments and professional portfolios
- 7. On-the-Job Learning

# New Social Worker Learning Perspective Self Assessment Professional Learning Community Live Pod Learning Sessions eLearning/ Videos Literature Review

For a comprehensive catalogue of the training topics covered during the complete NSWPT, please see the appendix below.

# 2. E-Learning and Videos

Asynchronous learning opportunities allow new social workers flexibility in their preparation for training sessions. The e-Learnings and related videos provide content for new workers to watch, review, and explore the technical aspects of their work. Prior to each learning pod, new social workers are expected to complete the assigned preparation activities and learning supports. They are afforded ample time to read, digest and synthesize key concepts necessary to engage fully in the in-person learning sessions and discussion. The introduction of e-Learning and video presentations help to motivate participants to take greater active responsibility for their learning. They have the time and space to assess their individual learning strategies and create routines to enhance their retention, integration, and exploration of topics. This collaborative learning process allows trainers to focus more on experiential learning, practice activities, and the integration of skills.

## 3. Literature Reviews

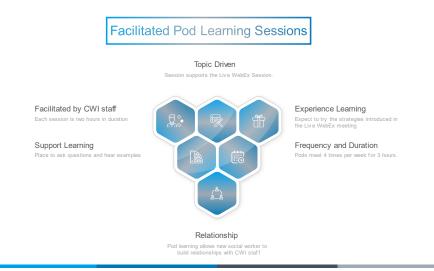
A core competency of child welfare social workers is their ability to gather and distill complex information into meaningful narratives. Reading skills are essential in this process. The NSWPT expects newly hired staff to read a wide range of policy, law, professional articles, case scenarios, and case records. Reading this variety of literature also helps social workers develop professional writing skills. These asynchronous learning assignments help new social workers start good practices around policy review and utilization of evidence-based social worker practices. The information provided in these sections are the foundational building blocks used to create and shape the live sessions. The purpose of the literature review is to introduce key concepts and examples of best practices that can then be reinforced in the pod group dialogues.

This component of the learning path is designed to as a reference resource to reinforce the primary responsibility of new social workers to read and understand DCF policy and procedures. Time is spent reviewing the importance and professional expectation of adhering to policy. Policy is used for each learning path as foundational information needed to professionally support families and achieve the mission, vision and goals set by DCF.

# 4. POD Learning

Pod learning is an innovative synchronous learning support. Pod learning sessions are small groups of new social workers. An expert in child welfare practice facilitates the group to help participants dig deeper into essential child welfare practice topics. These sessions allow for group discussion and consideration of the information presented during remote trainings, e-Learnings and readings. These facilitated dialogues inspire new social workers to explore best practices, try out strategies and skills with peers, and provide group supervision regarding complex child welfare cases. The pod learning groups analyze a case scenario to illustrate best practices and allow for new social workers to practice clinical skills.

The utilization of Pod Learning groups will continue to emerge and develop to meet the needs of new social workers.



# 5. Professional Learning Communities

Professional Learning Communities (PLCs) were implemented to add direct contact, connection, and comradery to the virtual learning space. PLCs are small cohort groups focused on peer-to-peer interaction and collaboration. The PLC takes place in virtual space. Coming together virtually in a small group allows new social workers to get to know other class members. Working together on a group project and assignments related to their learning path, the group learns to cooperate, promote their strengths, challenge their assumptions, and celebrate collective accomplishments.

The PLCs are relationship-based self-directed groups—but the group still adheres to an overt structure. The group participants demonstrate facilitation skills as they learn about group dynamics and build support networks. Practicing facilitation skills drives the group's success as each member contributes to the assigned project or writing exercise. From the facilitated process, social workers also compile professional portfolios and conduct self-assessments.



# 6. Self-assessments and Professional Portfolio

Self-assessment and reflection are core components of social worker practice. New social workers enter the agency with diverse backgrounds and experiences. Given large groups and varying levels of experience, the training team and area office staff must cooperate to assess capacities and identify the strengths and needs of newly hired social workers. Intentional partnerships between the training team and the area office team help ensure that new workers are well-suited for the demands of child protection work.

Self-assessments and professional portfolios play a tangible role in facilitating this cooperation. Self-assessments, a series of reflection exercises shared with the area office supervisor, provide insight into how new workers apply their training to practice. This integration has enhanced the ability of supervisors and CWI staff to develop learning strategies that support workers during their first two years with the department.

The professional portfolio includes assessments, projects, written documents, clinical formulations, professional tools, and personal reflections. It is shared with CWI trainers and supervisors to foster ongoing discussions about learning needs and objectives, forming the foundation of a professional development plan for new social workers.

During the first week of training, each new hire completes a Competency Assessment to measure and document their competencies, identifying strengths and areas of need. This assessment is shared with supervisors and used during supervision. It is repeated at the end of the NSWPT to evaluate the new hire's readiness further and support targeted supervision. The manager overseeing NSWPT reviews both versions of the assessment to assess program effectiveness and identify areas for improvement.

See Appendix B for the Competency Assessment.

# 7. On-the-Job Learning

On-the-Job Learning (OJL) is integral to training new social workers. Much of a new social worker's professional development happens in the field, where they observe, and practice skills related to providing services to children and families. Field practice supplements and enhances formal instruction by offering "real-world" experiences that are impossible in a classroom or online setting.



# 8. Classroom Learning Labs

The DCF Child Welfare Institute has developed five full-days of in-person classroom instruction. These topics were chosen due to the high need for in-person interactions to meet the identified learning outcomes. The modules include:

- 1. Welcome to DCF
- 2. Car Seat Safety
- 3. Cultural Humility
- 4. Concrete Resources
- 5. Interviewing/Documentation, Placing a Child, and IFNET & Device Technology Training

These sessions require in-person interaction to integrate core concepts and fully practice hands-on activities. They are designed as lab environments where social workers can experiment with strategies. The training supports social workers in practicing new engagement techniques in a low-risk, supportive setting, enhancing their ability to interact purposefully with clients in the field. Trainers provide feedback and support and demonstrate best practices.

# 9. MassAchieve Learning Management System

MassAchieve is the Commonwealth's Learning Management System. MassAchieve allows new hires to access required training and find personal and professional development courses. My Path and Learner Home are personal landing pages for learning and training. New workers will find required training assignments and completion dates, featured courses and playlists, and a catalog that offers access to thousands of training courses.

Supervisors have access to their new workers' learning paths. Through the portal, they can monitor their progress and support completion. They can also assign training to support the new hires in their new roles at DCF.

# 10. Technology

During the first two weeks of training, new workers are equipped with Commonwealth-issued mobile phones and Microsoft Surface Pro devices. Throughout the training new workers are taught how to utilize technology to support their clinical work. At the end of NSWPT, all new workers have access to the following DCF systems:

- Virtual Gateway
- iFamilyNet & DCF Intranet
- Self Service Time and Attendance (HRCMS)
- MassAchieve
- Mass.gov Email
- Office 365 & Teams

# 11. Continuous Learning

After new DCF social workers are hired they begin a nine-month probationary period. During this period, new social workers must complete mandatory continuous learning requirements. The following trainings are required in the continuous learning curriculum and must be completed during the probationary period:

- NASW Test Prep
- Making the Most of Family Time,
- Clinical Formulations
- Observable Change
- Strategies for Engagement in Child Welfare

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- Foundations of Domestic Violence
- Vicarious Trauma and Self-Care
- Addressing Parental Substance Use in Child Welfare
- Structured Decision Making
- Regional Legal Training

The total projected cost of the New Worker Pre-Service program is \$200,000 per year.

See Appendix D for more information on Continuous Learning Topics and Assignments

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# Appendix A

### LEARNING PATH MODULES

Module Name	synchronous	asynchronous
Human Resources	6 hours	
EOHHS on-boarding orientation and human resource presentation	6 hours	
Welcome to DCF		
Program Orientation		
<ul> <li>Technology and Virtual Gateway Orientation</li> </ul>		
Professional Standard	3 hours	3 hours
Learning Climate Agreement		
<ul> <li>NASW code of Ethics</li> </ul>		
<ul> <li>Confidentially, agreements</li> </ul>		
Professional Learning Climate (PLC)		
Orientation to PLC		
<ul> <li>Professional Portfolio explanation</li> </ul>	3 hours	1 hour
PLC group assignment		
<ul> <li>PLC agreements, expectations, and the role of Supervision</li> </ul>		
Union	2 hours	
SUIE local 509 presentation	2 nours	
Welcome to Pod Learning		
Group agreements		
• Introductions	3 hours	2 hours
Strength and Fears Exercise	3 Hours	2 Hours
Confidentially review.		
Training Schedule review		
Decision Making		
Key Decision-making points at DCF		
Facilitation skills		
Critical Thinking Wheel	3 hours	2 hours
Mission, Vision and Goals of DCF		
Safety Permanency and Wellbeing		
Introduction to MGL Chapter 119 (51A)		
Mandated reporting		
Abuse and Neglect		
MGL Chapter 119 Definitions	2.1	2.1
Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  History Collins W. 166  Protective Intake and Response Policy  Protective Intake Int	3 hours	2 hours
History of Child Welfare		
• Safe Sleep		

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Confidentiality

Remoting working guidance. Language Accessibility Plan

ema wegate mstrute		
<ul> <li>Sexual Abuse Impact</li> <li>Confidentially</li> <li>Introduction of Practice Case</li> <li>BRC Policy</li> <li>Sexually Exploited Children</li> </ul>		
Cultural Humility  Definition of Cultural Humility and Impact of child welfare work  ICWA laws and practice Child Welfare History LGBTQ engagement Disproportionality Microaggression Racial Equality Disabilities Act Engagement across differences Implicit Bias	3 hours	2 hours
Impact of Trauma	3 hours	2 hours
<ul> <li>MassAchieve and Social Worker Licensing</li> <li>NASW test prep and review of licensing resources</li> <li>Licensing registration and voucher support</li> <li>MassAchieve sign on and support</li> <li>Continuous Learning review</li> <li>Attendance and Credit</li> <li>30-hour training DCF employee requirement review</li> </ul>	3 hours	1 hours
Engagement	3 hours	3 hours

Interviewing and Documentation		
Motivations Interviewing		
Solution focused Interviewing		
<ul> <li>Universal Interviewing</li> <li>Minimal Factors Interviewing</li> </ul>		
Interviewing on a Home visit		
Interviewing Children     Outline Contacts	6 hours	3 hours
<ul> <li>Quality Contacts</li> <li>Dictation Standards</li> </ul>		
Case Closing Policy		
Dictation Policy		
In home Policy		
<ul><li>Case Transfer Policy</li></ul>		
Before During and After a Home visit		
Assessment Tools		
Case history review		
Assessment Strategies		
• Formulation		
Recognizing patterns		
Assessing Danger, Safety, Risk		
Identifying observable behavior change	3 hours	2 hours
Safety Planning	3 Hours	2 110 615
Identify case members.		
Collateral contacts		
Release of Information		
Tools Genogram, EcoMap, Family Safety Circles, Three Houses, Safety House, SDM, Clinical Formulation		
Supervision Policy		
Family Assessment Action Planning (FAAP)		
FAAP Policy		
Protective Factors		
Clinical Formulation		
Observable Change		
Assessment Strategies	9 hours	4 hours
Parental Capacities		
Family Profile		
Action Planning		
Placement Agreement		
Signature and Approvals		
Permanency		
Permanency Planning Policy		
Laws to Support Permanency		
Permanency Goals	3 hours	2 hours
Foster parent engagement		
• ICPC		
• ICWA		

<ul><li>DCF Goals</li><li>FAAP technology</li></ul>		
Missing and Absent Policy		
Permanency Timeline		
Adoption and Safe Families Act		
• 29B		
Placement of a Child		
<ul><li>Foster Parent Engagement</li><li>Family Time Guidance</li></ul>		
Kinship placements		
Child Placement	3 hours	2 hours
Permanency Planning Policy	5 Hours	2 Hours
Talking to children about foster care		
FAAP technology		
In person Family time and supervised visitation		
Professional Development		
<ul> <li>Supports and service offered by DCF to support new social worker thought their first tw presentation helps social worker to plan for their training and supervision needs. It also</li> </ul>		
supports.	3 hours	3 hours
NASW test prep		
<ul> <li>Licensing registration and voucher support</li> </ul>		
Resource distribution		
Legal		
Child Welfare History of Federal Legislation		
• Confidentially		
• Legal Rights		
<ul><li>Custody</li><li>Removals</li></ul>		
Removals     Father		
<ul><li>rather</li><li>reasonable Efforts</li></ul>		
Trial	3 hours	3 hours
Legal Steps post removal		
Testifying		
Post-Trial Preparation		
DA referral		
Affidavit Writing		
Court Process and Court Hearing		
• 29B		
Information Technology and Distribution		
IT sign on and account set up		
Mileage review	3 hours	2 hours
Dictation Review		
• IT distribution		
Clinical Formulation and Case Closing	3 hours	3 hours
Reviewing and integrating key concepts to support best practices.		

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- Engagement
- Assessment
- Planning
- Implementation
- Dictation
- Supervision
- Critical Thinking
- Clinical formulation
- Case closing

### Concrete Resources

- Use of Inquiry
- Concrete Resource review
- DCF specialist

### Placement of a Child

- DCF educational supports
- Continuous Learning
- EOHHS compulsory trainings

Training Hours 72

3 hours

4 hours

42

Total Training Hours 114

# Appendix B

### DCF Caseworker Competency

- 1. I am able to explain my role as a DCF Social Worker and represent the agency as a professional.
- 2. I am able to describe the organizational structure and function of the area office.
- 3. I am able to describe and accurately cite the definitions of abuse, neglect, sexual abuse, sexual exploitation, and human trafficking contained in law and policy.
- 4. I am able to understand the purpose of and be able to conduct an initial home visit.
- 5. I am able to recognize and support efforts by child and/or family members to provide safety.
- 5. I am able to interview (according to child's ability) children and assess safety, danger and risk including information from the child's perspective.
- 7. I am able to work as a team member in cooperation with DCF colleagues, families, providers and community representatives.
- 8. I am able to engage a client who is frightened, avoidant or hostile to DCF intervention.
- 9. I am able to understand typical child development and the impact of trauma on development.
- 10. I am able to locate and engage absent parents and document those efforts and results.
- 11. I am able to include all family members in decision-making, including children.
- 12. I am able to ensure that the family's connections are documented in the record.
- 13. I am able to involve families in identifying their strengths and resources.
- 14. I am able to explain the purpose and desired outcomes of meetings with families and service providers.
- 15. I am able to ensure the confidentiality of information about children and families.
- 16. I am able to describe the Protective Factors framework used to describe necessary conditions for child well-being.

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- 17. I am able to explain the purpose and desired outcomes of the Family Assessment and Action Plan, including the purpose of activities required by agency policy and procedures.
- 18. I am able to explain what a risk assessment and safety assessment are in practice.
- I am able to demonstrate an understanding of family dynamics and family systems and can explore these areas to discover family strengths and needs.
- I am able to use O.A.R.S. questions with families to assess parental capacities and plan interventions.
- I am able to share accurate and pertinent information with supervisors and colleagues during group supervision.
- I am able to check for understanding and agreement in the interview process.
- I am able to recognize the trauma that children experience in placement and separations.
- 24. I am able to describe and explain the benefits of family-centered approaches in social work practice.
- 25. I am able to practice techniques that promote self-care and help to prevent secondary trauma.

# Appendix C

**FAAP** 

Module and DCF Caseworker Competency Crosswalk		
Welcome to DCF	<ol> <li>I am able to explain my role as a DCF Social Worker and represent the agency as a professional.</li> </ol>	
Welcome to DCF	2. I am able to describe the organizational structure and function of the area office.	
Abuse and Neglect	3. I am able to describe and accurately cite the definitions of abuse, neglect, sexual abuse, sexual exploitation, and human trafficking contained in law and policy.	
Engagement	4. I am able to understand the purpose of and be able to conduct an initial home visit.	
Engagement	5. I am able to recognize and support efforts by child and/or family members to provide safety.	
Interviewing	6. I am able to interview (according to child's ability) children and assess safety, danger and risk including information from the child's perspective.	
Assessment	<ol> <li>I am able to work as a team member in cooperation with DCF colleagues, families, providers and community representatives.</li> </ol>	
Engagement	8. I am able to engage a client who is frightened, avoidant or hostile to DCF intervention.	
Assessment	9. I am able to understand typical child development and the impact of trauma on development.	
Documentation	10. I am able to locate and engage absent parents and document those efforts and results.	
Engagement	11. I am able to include all family members in decision-making, including children.	
Documentation	12. I am able to ensure that the family's connections are documented in the record.	
FAAP	13. I am able to involve families in identifying their strengths and resources.	
FAAP	14. I am able to explain the purpose and desired outcomes of meetings with families and service providers.	
Welcome to DCF	15. I am able to ensure the confidentiality of information about children and families.	
FAAP	16. I am able to describe Protective Factor framework used to describe necessary conditions for child well-being.	
FAAP	17. I am able to explain the purpose and desired outcomes of the Family Assessment and Action Plan, including the purpose of activities required by agency policy and procedures.	

18. I am able to explain what a risk assessment and safety assessment are in practice.

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19. I am able to demonstrate an understanding of family dynamics and family systems and can explore these areas to discover family strengths and needs.

20. I am able to use O.A.R.S. questions with families to assess parental capacities and plan

Engagement interventions

21. I am able to share accurate and pertinent information with supervisors and colleagues during

Case Closing group supervision.

# Appendix D

### **Continuous Learning Modules**

**Continuous Learning Live Trainings:** 

- NASW Test Prep (Not required for Licensed social workers or Techs)
- Making the Most of Family
- Clinical Formulations
- Observable Change
- Motivational Interviewing
- Strategies for Engagement in Child Welfare: Why are you here anyway
- Foundations of Domestic Violence
- Vicarious Trauma and Self Care
- Addressing Parental Substance Use in Child Welfare

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### New Social Worker Pre-Service Training (NSWPT) - Continuous Learning

- Assigned During the 1<sup>st</sup> Month of Training once MassAchieve accounts are created.
- Staff are given an 8 month due date from the assignment date.
- Curriculum is to be completed prior to the end of employees 9 month probationary period.
- · Curriculum consists of self paced videos and eLearning's, virtual instructor led sessions and in-person learning

### DCF IT – Family Assessment and Action Plan

- Assigned During the 1<sup>st</sup> Month of Training once MassAchieve accounts are created
- Staff are given a 30 day due date from the assignment date.
- Staff are completing this curriculum as part of their initial NSWPT training. The videos in this curriculum support the
  content being delivered during the 3 days of FAAP training.
- · Staff have access to all the videos post training as part of their MassAchieve Transcript

### DCF IT - i-FamilyNet Basics

- Assigned During the 1<sup>st</sup> Month of Training once MassAchieve accounts are created
- Staff are given a 30 day due date from the assignment date.
- Staff are completing this curriculum as part of their initial NSWPT training. The videos in this curriculum support the content being delivered on interviewing and documentation training days.
- Staff have access to all the videos post training as part of their MassAchieve Transcript

### DCF IT - IT Essentials

- Assigned During the 1<sup>st</sup> Month of Training once MassAchieve accounts are created
- · Staff are given a 60 day due date from the assignment date.
- · Content is reviewed during device rollout and assigned e-Learnings and videos are follow up-resources
- Staff have access to all the video post training as part of their MassAchieve Transcript

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# FY 2024-2029 DCF Training Plan

Section	New Worker Pre-Service Training
Training Title	Welcome to DCF
Training Description	<ul> <li>Program Orientation</li> <li>Technology and Virtual Gateway Orientation</li> <li>Professional Standard</li> <li>Learning Climate Agreement</li> <li>NASW code of Ethics</li> <li>Confidentially, agreements</li> </ul>
Admin Function	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 Development of the case plan Case reviews Case management and supervision Reactive management and supervision Recruitment and licensing of foster homes and institutions Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Full-time attendance  □ Long Term Training  □ Short Term Training

Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner			
Days	Full day			
Hours	6			
Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider			
Cost	600			
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are all the identification of the percentage of the overall training time spent on topics allowable for 75%			rogram based on
	TRAINING CRITERIA for Federal Fin	ano	cial Participation	
Does the Trainee Carry a Caseload?	□Yes ⊠No			
If Yes is the Caseload Partial/Full?	□Partial □Full			
Title IV-E Reimbursement Rates	% Claimable		Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	50%	1. 2. 3. 4.	Ethics training associated with Title IV-E Social work practice N/A N/A	25% 25%
FFP Standard: 50%	50%	1. 2. 3. 4.	State and agency personnel policies Job performance enhancement skills N/A N/A	25% 25%
FFP Unclaimable			1. N/A 2. N/A 3. N/A 4. N/A	

Section	New Worker Pre-Service Training

Training Title	Professional Learning Community (PLC
Training Description	Professional Learning Climate (PLC)  Orientation to PLC  Professional Portfolio explanation  PLC group assignment  PLC agreements, expectations, and the role of Supervision
Admin Function	□ 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   □ Development of the case plan   □ Case reviews   □ Recruitment and licensing of foster homes and institutions   □ Rate setting   □ A proportionate share of related agency overhead   □ Costs related to data collection and reporting
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
	☑ DCF CWI Trainer         ☐ DCF Staff/Specialist         ☑ Contracted Trainer         ☐ Community/University Partner
Days	1/2 day
Hours	4
Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider
Cost	300

Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.				
	TRAINING CRITERIA for Federal Financial Participation				
Does the Trainee Carry a Caseload?	nee Carry a				
If Yes is the Caseload Partial/Full?	□Partial □Full	□Partial			
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic		
FFP Enhanced: 75%		1. N/A 2. N/A 3. N/A 4. N/A			
FFP Standard: 50%	100%	Job performance enhancement skills     N/A     N/A     N/A	100%		
FFP Unclaimable		1. N/A 2. N/A 3. N/A 4. N/A			

Section	New Worker Pre-Service Training
Training Title	Welcome to Pod Learning
Training Description	<ul> <li>Group agreements</li> <li>Introductions</li> <li>Strength and Fears Exercise</li> <li>Confidentially review.</li> <li>Training Schedule review</li> </ul>

Admin Function	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
	Development of the case plan
	Case reviews
	Recruitment and licensing of foster homes and institutions
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	☐ Total Conference Center ☐ Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Full-time attendance
	□ Long Term Training □ Short Term Training
D 11	
Provider	⊠DCF CWI Trainer   □DCF Staff/Specialist
	□ DCF Stati/Specialist □ Contracted Trainer
	Community/University Partner
Days	1/2 day
Hours	5
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider
Cost	600
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on
Anocation	the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation
Does the Trainee	□Yes
Carry a Caseload?	⊠No

If Yes is the Caseload Partial/Full?	□Partial □Full			
Title IV-E Reimbursement Rates	% Claimable		Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		1. 2. 3. 4.	N/A N/A N/A N/A	
FFP Standard: 50%	100%	1. 2. 3. 4.	Job performance enhancement skills N/A N/A N/A	100%
FFP Unclaimable		1. 2. 3. 4.	N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Decision Making
Training Description	<ul> <li>Key Decision-making points at DCF</li> <li>Facilitation skills</li> <li>Critical Thinking Wheel</li> <li>Mission, Vision and Goals of DCF</li> <li>Safety Permanency and Wellbeing</li> <li>Introduction to MGL Chapter 119 (51A)</li> <li>Mandated reporting</li> </ul>

Admin Function	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
	Fair Hearings and Appeals
	Recruitment and licensing of foster homes and institutions
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Costs related to data concertor and reporting
Venue	☑DCF CWI Training and Development Center
	DCF Area Office
	☐ Hotel Conference Center ☐ Online Remote Training (Synchronous instructor led)
	Online e-learning (Synchronous histractor led)
Duration	Full-time attendance
	Long Term Training
	Short Term Training
Provider	DCF CWI Trainer
	□DCF Staff/Specialist □Contracted Trainer
	Community/University Partner
Days Hours	1/2 day
Audience	DCF Staff
-144-0-1-0-0	Foster/Adoptive Parent
	Community Provider
Cost	300
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation
Does the Trainee Carry	□Yes
a Caseload?	⊠No

If Yes is the Caseload Partial/Full?	□Partial □Full	
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*  % of time on topic
FFP Enhanced: 75%	100%	1. Social work practice 2. Child abuse and neglect issues 3. Cultural competency 4. N/A 40% 35% 25%
FFP Standard: 50%		1. N/A 2. N/A 3. N/A 4. N/A
FFP Unclaimable		1. N/A 2. N/A 3. N/A 4. N/A

Section	New Worker Pre-Service Training
Training Title	Abuse and Neglect
Training Description	<ul> <li>Key Decision-making points at DCF</li> <li>Facilitation skills</li> <li>Critical Thinking Wheel</li> <li>Mission, Vision and Goals of DCF</li> <li>Safety Permanency and Wellbeing</li> <li>Introduction to MGL Chapter 119 (51A)</li> <li>Mandated reporting</li> </ul>

Admin Function	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
	Development of the case plan
	Recruitment and licensing of foster homes and institutions
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance  Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
rioviuci	DCF Staff/Specialist
	⊠Contracted Trainer
	Community/University Partner
Days	1/2 day
Hours	3
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	1200
A 33	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	75%	1	10 40 25
FFP Standard: 50%	25%	<ol> <li>State and agency personnel policies</li> <li>N/A</li> <li>N/A</li> <li>N/A</li> </ol>	25
FFP Unclaimable		1. N/A 2. N/A 3. N/A 4. N/A	

Section	New Worker Pre-Service Training
Training Title	Cultural Humility
Training Description	Definition of Cultural Humility and Impact of child welfare work  ICWA laws and practice Child Welfare History LGBTQ engagement Disproportionality Microaggression Racial Equality Disabilities Act Engagement across differences Implicit Bias

Admin Function	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
	Development of the case plan
	Recruitment and licensing of foster homes and institutions
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	□ Online e-learning
Duration	Part-time attendance  Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
rioviuci	□DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	1/2 day
Hours	5
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	1200
A 33	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes ☑No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100%	Cultural competency N/A N/A N/A	
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
T. 1.1. The	To an all of the control of the cont
Training Title	Impact of Trauma
Training Description	<ul> <li>Aces</li> <li>Science of Neglect</li> <li>Attachment Theory</li> <li>Strategies to engage with clients' experience Trauma.</li> <li>Types of Trauma</li> <li>Engagement through a Trauma Informed Lenses</li> <li>Window of Containmen</li> </ul>

Admin Function	Referral to services	
	Preparation for and participation in judicial determinations	
	Placement of the child	
	Development of the case plan	
	Case reviews	
	☐ Recruitment and licensing of foster homes and institutions	
	Rate setting	
	A proportionate share of related agency overhead	
	Costs related to data collection and reporting	
	Costs related to data concerton and reporting	
Venue	DCF CWI Training and Development Center	
	□DCF Area Office □Hotel Conference Center	
	⊠Online Remote Training (Synchronous instructor led)	
	⊠Online e-learning	
Duration	Part-time attendance	
	Long Term Training	
	⊠Short Term Training	
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist	
	□ Contracted Trainer	
	Community/University Partner	
Days	1/2 day	
Hours	5	
Audience	□ DCF Staff	
	☐Foster/Adoptive Parent ☐Community Provider	
	Court Personnel	
Cost	1200	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the	
Anocauon	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.	
TRAINING CRITERIA for Federal Financial Participation		
TRAITING CRITERIA IOI FEUCIAI FINANCIAI I ALUCIPAUOII		

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-F	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Grief and loss Social work practice General SA, DV, and MH and child weflare Effects of separation	25 25 25 25 25
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Social work Licensing and MassAchieve
Training Description	NASW test prep and review of licensing resources  Licensing registration and voucher support  MassAchieve sign on and support  Continuous Learning review  Attendance and Credit  30-hour training DCF employee requirement review

Admin Function	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		
	Development of the case plan		
	Recruitment and licensing of foster homes and institutions		
	Rate setting		
	A proportionate share of related agency overhead		
	Costs related to data collection and reporting		
	☐ Job performance enhancement skills		
Venue	□ DCF CWI Training and Development Center		
	□DCF Area Office		
	Hotel Conference Center		
	□ Online Remote Training (Synchronous instructor led) □ Online e-learning		
	Monnine e-reanning		
Duration	Part-time attendance		
	Long Term Training		
	Short Term Training		
Provider	DCF CWI Trainer		
	□DCF Staff/Specialist □Contracted Trainer		
	Community/University Partner		
D			
Days Hours	1/2 day 4		
Audience	DCF Staff		
	□Foster/Adoptive Parent		
	Community Provider		
	Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the		
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
TRAINING CRITERIA C E. J., LE', LB 4', 4'			
TRAINING CRITERIA for Federal Financial Participation			

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	Job performance enhancement skills Worker retention and worker safety N/A N/A	75 25
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Engagement
Training Description	<ul> <li>Solution focused Interviewing Strategies</li> <li>Fatherhood engagement</li> <li>Building Rapport</li> <li>Purposeful interactions</li> <li>Quality contacts</li> <li>NASW code of ethics</li> <li>Boundaries</li> <li>Confidentiality</li> <li>Remoting working guidance.</li> <li>Language Accessibility Plan</li> </ul>

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
Venue	□DCF CWI Training and Development Center □DCF Area Office
	Hotel Conference Center
	☑Online Remote Training (Synchronous instructor led)
	⊠Online e-learning
D4'	Part-time attendance
Duration	Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
	□DCF Staff/Specialist
	☑Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	□ DCF Staff
	□ Foster/Adoptive Parent □ Community Provider
	Court Personnel
Cost	1200
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	70	Social work practice Communication skills N/A N/A	35 35
FFP Standard: 50%	30	Ethics unrelated to Title IV-E state plan State and agency personnel policies N/A N/A	15 15
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Interviewing and Documentation
Training Description	<ul> <li>Solution focused Interviewing</li> <li>Universal Interviewing</li> <li>Minimal Factors Interviewing</li> <li>Interviewing on a Home visit</li> <li>Interviewing Children</li> <li>Quality Contacts</li> <li>Dictation Standards</li> <li>Case Closing Policy</li> <li>Dictation Policy</li> <li>In home Policy</li> <li>Case Transfer</li> </ul>

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     Rate setting     A proportionate share of related agency overhead     Costs related to data collection and reporting     Job performance enhancement skills		
Development of the case plan   Case reviews   Case management and supervision   Recruitment and licensing of foster homes and institutions   Rate setting   A proportionate share of related agency overhead   Costs related to data collection and reporting   Job performance enhancement skills		
Case reviews		
Case management and supervision   Recruitment and licensing of foster homes and institutions   Rate setting   A proportionate share of related agency overhead   Costs related to data collection and reporting   Job performance enhancement skills		
Recruitment and licensing of foster homes and institutions Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance enhancement skills  Venue    DCF CWI Training and Development Center   DCF Area Office   Hotel Conference Center   Online Remote Training (Synchronous instructor led)   Online e-learning   Duration   Part-time attendance   Long Term Training   Short Term Training   Short Term Training   DCF Staff'Specialist   Contracted Trainer   DCF Staff'Specialist   Contracted Trainer   Community/University Partner   Days   Full day     Hours   3     Audience   DCF Staff     Foster/Adoptive Parent     Community Provider		
Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance enhancement skills  Venue    DCF CWI Training and Development Center   DCF Area Office   Hotel Conference Center   Online Remote Training (Synchronous instructor led)   Online e-learning   Short Term Training   Short Term Training   Short Term Training   DCF Staff/Specialist   Contracted Trainer   DCF Staff/Specialist   Community/University Partner   Days		
A proportionate share of related agency overhead   Costs related to data collection and reporting   Job performance enhancement skills      Venue		
Job performance enhancement skills		
Venue		
DCF Area Office		
DCF Area Office		
DCF Area Office		
Hotel Conference Center		
Duration Part-time attendance		
Duration Part-time attendance		
Long Term Training   Short Term Training     Provider		
Short Term Training		
Provider  DCF CWI Trainer DCF Staff/Specialist Contracted Trainer Community/University Partner  Page Full day  Hours  Audience DCF Staff Foster/Adoptive Parent Community Provider		
DCF Staff/Specialist		
Contracted Trainer   Community/University Partner     Days		
Days Full day  Hours 3  Audience		
Hours  Audience  DCF Staff Foster/Adoptive Parent Community Provider		
Audience  DCF Staff Foster/Adoptive Parent Community Provider		
☐Foster/Adoptive Parent ☐Community Provider		
Community Provider		
Court Personnel		
- Court Fishing		
Cost 1200		
Allocation Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the cost of the		
identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
TRAINING CRITERIA for Federal Financial Participation		

Does the Trainee Carry a Caseload?	□Yes ⊠No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	80		40 60
FFP Standard: 50%	20	State and agency personnel policies Job performance enhancement skills N/A N/A	10 10
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Assessment and Assessment Tools
Training Description	<ul> <li>Case history review</li> <li>Assessment Strategies</li> <li>Formulation</li> <li>Recognizing patterns</li> <li>Assessing Danger, Safety, Risk</li> <li>Identifying observable behavior change</li> <li>Safety Planning</li> <li>Identify case members.</li> <li>Collateral contacts</li> <li>Release of Information</li> <li>Tools Genogram, EcoMap, Family Safety Circles, Three Houses, Safety House, SDM, Clinical Formulation</li> </ul>

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
venue	DCF Area Office
	Hotel Conference Center
	○ Online Remote Training (Synchronous instructor led)
	⊠Online e-learning
Duration	Part-time attendance
	Long Term Training
	⊠Short Term Training
Provider	DCF CWI Trainer
	□DCF Staff/Specialist □Contracted Trainer
	Community/University Partner
D	
Days Hours	1/2 day
Audience	
	□Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation
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Does the Trainee Carry a Caseload?	□Yes ⊠No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice Assessments to determine child removal Child development Activities to preserve and reunify family	25 25 25 25 25
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Family Assessment and Action Plan (FAAP)
Training Description	Family Assessment Action Planning (FAAP)  FAAP Policy Protective Factors Clinical Formulation Observable Change Assessment Strategies Parental Capacities Family Profile Action Planning
	<ul> <li>Placement Agreement</li> <li>Signature and Approvals</li> </ul>

Admin Function	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		
	Rate setting		
	A proportionate share of related agency overhead		
	Costs related to data collection and reporting		
	Job performance and enhancement skills		
	General supervisory skills or general skills needed to perform specific jobs		
Venue	DCF CWI Training and Development Center		
	□DCF Area Office		
	Hotel Conference Center		
	<ul> <li>☑ Online Remote Training (Synchronous instructor led)</li> <li>☑ Online e-learning</li> </ul>		
	Monnine c-rearining		
Duration	Part-time attendance		
	□ Long Term Training □ Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist		
	☐ DCF Stati/Specialist ☐ Contracted Trainer		
	Community/University Partner		
Days	Full day		
Hours	13		
Audience	□ DCF Staff		
	☐Foster/Adoptive Parent		
	Community Provider		
	Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
	nucleation of the percentage of the overall daining time spent on topics anowable for 15 % 171, 50% 171, and 0 % 171 respectionly.		
	TRAINING CRITERIA for Federal Financial Participation		

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Child development Communication skills	25 10 25 40
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section		New Worker Pre-Service Training
Training Titl	le	Permanency

Training Description	<ul> <li>Permanency Planning Policy</li> <li>Laws to Support Permanency</li> <li>Permanency Goals</li> <li>Foster parent engagement</li> <li>ICPC</li> <li>ICWA</li> <li>DCF Goals</li> <li>FAAP technology</li> <li>Missing and Absent Policy</li> <li>Permanency Timeline</li> <li>Adoption and Safe Families Act</li> <li>29B</li> </ul>
Admin Function	□ 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         □ Rate setting         □ A proportionate share of related agency overhead         □ Costs related to data collection and reporting         □ Job performance and enhancement skills         □ General supervisory skills or general skills needed to perform specific jobs
Venue	□DCF CWI Training and Development Center □DCF Area Office □Hotel Conference Center □Online Remote Training (Synchronous instructor led) □Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	6

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50		assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Title IV-E policies and procedures Permanency planning Choose option Choose option	60 40
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Placement of a child
Training Description	<ul> <li>Foster Parent Engagement</li> <li>Family Time Guidance</li> <li>Kinship placements</li> <li>Child Placement</li> <li>Permanency Planning Policy</li> <li>Talking to children about foster care</li> <li>FAAP technology</li> <li>In person Family time and supervised visitation</li> </ul>
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □ Long Term Training  □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	5

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice Activities to preserve and reunify family	25 25 25 25 25
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Professional development
Training Description	<ul> <li>Supports and service offered by DCF to support new social worker thought their first two years of service.</li> <li>This presentation helps social worker to plan for their training and supervision needs. It also includes technology supports.</li> <li>NASW test prep</li> <li>Licensing registration and voucher support</li> <li>Resource distribution</li> </ul>
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	☑DCF CWI Training and Development Center         ☐DCF Area Office         ☐Hotel Conference Center         ☑Online Remote Training (Synchronous instructor led)         ☐Online e-learning
Duration	Part-time attendance
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Full day
Hours	6

Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider □ Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		Choose option Choose option Choose option Choose option	
FFP Standard: 50%	100	Job performance enhancement skills State and agency personnel policies N/A N/A	50 50
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Worker Pre-Service Training
Training Title	Legal
Training Description	<ul> <li>Child Welfare History of Federal Legislation</li> <li>Confidentially</li> <li>Legal Rights</li> <li>Custody</li> <li>Removals</li> <li>Father</li> <li>reasonable Efforts</li> <li>Trial</li> <li>Legal Steps post removal</li> <li>Testifying</li> <li>Post-Trial Preparation</li> <li>DA referral</li> <li>Affidavit Writing</li> <li>Court Process and Court Hearing</li> <li>29B</li> </ul>
Admin Function	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  Rate setting  A proportionate share of related agency overhead  Costs related to data collection and reporting  Job performance and enhancement skills  General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □ Long Term Training  □ Short Term Training

Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	Full day		
Hours	6		
Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5		assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Title IV-E policies and procedures Ethics training associated with Title IV-E Identifying a child's risk for removal Effects of separation	60 10 15 5
FFP Standard: 50%		N/A N/A N/A N/A	

FFP Unclaimable	N/A N/A N/A N/A	
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Section	New Worker Pre-Service Training
Training Title	Information Technology and Distribution
Training Description	<ul> <li>IT sign on and account set up</li> <li>Mileage review</li> <li>Dictation Review</li> <li>IT distribution</li> </ul>
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	☑DCF CWI Training and Development Center         ☑DCF Area Office         ☐ Hotel Conference Center         ☐ Online Remote Training (Synchronous instructor led)         ☒Online e-learning

Duration	Part-time attendance  ☐Long Term Training  ☑Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	1/2 day		
Hours	5		
Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider □ Court Personnel		
Cost	1200		
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5		assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	Information technology training N/A N/A N/A	

□DCF CWI Training and Development Center
□DCF Area Office
□Hotel Conference Center
□Online Remote Training (Synchronous instructor led)
□Online e-learning

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Venue

		N/A N/A	
FFP Unclaimable		N/A	
		N/A	
Section	New Worker Pre-Service Training		
Training Title	Clinical Formulation and Case Closing Reviewing and integrating key concepts to support best practices		
Training Description	<ul> <li>Engagement</li> <li>Assessment</li> <li>Planning</li> <li>Implementation</li> <li>Dictation</li> <li>Supervision</li> <li>Critical Thinking</li> <li>Clinical formulation</li> <li>Case closing</li> </ul>		
Admin Function	□ 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         □ Rate setting         □ A proportionate share of related agency overhead         □ Costs related to data collection and reporting         □ Job performance and enhancement skills         ⋈ General supervisory skills or general skills needed to perform specific jobs		

Duration	Part-time attendance ☐Long Term Training ☑Short Term Training		
Provider	☑DCF CWI Trainer         ☑DCF Staff/Specialist         ☑Contracted Trainer         ☑Community/University Partner		
Days	Full day		
Hours	6		
Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider □ Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent on topics allowable for 75% FFP, 500 percentage of the overall training time spent of the overall traini	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice Cultural competency Activities to preserve and reunify family Training on referrals to services	60 10 10 20
FFP Standard: 50%		N/A N/A N/A N/A	

FFP Unclaimable	N/A N/A N/A N/A	
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Section	New Worker Pre-Service Training
Training Title	Concrete Resources
Training Description	<ul> <li>Use of Inquiry</li> <li>Concrete Resource review</li> <li>DCF specialist</li> </ul>
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	

Duration	Part-time attendance  ☐Long Term Training  ☑Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	1/2 day		
Hours	3		
Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Training on referrals to services General SA, DV, and MH and child weflare N/A N/A	50 50
FFP Standard: 50%		N/A N/A N/A N/A	

FFP Unclaimable		N/A N/A N/A N/A	
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Section	New Worker Pre-Service Training
Training Title	Professional responsibilities
Training Description	<ul> <li>DCF educational supports</li> <li>Continuous Learning</li> <li>EOHHS compulsory trainings</li> </ul>
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning

Duration	Part-time attendance  ☐Long Term Training  ☑Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	1/2 day		
Hours	3		
Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5	ed to the Title IV-E foster care, adoption assistance or guardiar 0% FFP, and 0% FFP respectfully.	n assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	Job performance enhancement skills Worker retention and worker safety N/A N/A	50 50

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	N/A	
	N/A	
FFP Unclaimable	N/A	
	N/A	

#### **Supervisor Training**

The New Supervisor Training Series is offered several times a year depending on the needs of the field. The series consists of thirteen full days of training over a period of three months.

The Supervisor Series is structured using the Peer-to-Peer Learning Community model. This approach was developed in partnership with the Capacity Building Center for States to increase supervisory skill development and to promote group supervision and learning using a structured process.

The Peer-to-Peer model utilizes a tool referred to as the 7 Steps. This tool structures learning for supervisors and provides structure for individual and group supervision. The steps are as follows:

- Purpose- Why are we meeting today?
- Context- Is there anything that impacts stakeholders working together?
- Group Agreements- How do we want to work with each other?
- Desired Outcomes- What do we hope to accomplish?
- Content- What we are going to discuss and learn?
- Reflections- What went well about our time together? What upgrades can be made?
- Next Steps- What steps do we need to take from here?

Another key component of this learning model is using Discussion Guides. Discussion Guides are topic based and follow a consistent pattern and structure for fidelity to the topic.

Four key areas of supervision are addressed in the series and in follow up trainings along with the supervisor competencies. The four areas are:

- Administrative
- Educational
- Supportive
- Clinical

The series is limited to forty participants to enhance participation, practice, and transfer of learning.

The 10 topics included in the series are:

- Principles of Supervision
- Enhancing Supervisory Skills

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- Adjusting to the Role
- Human Resources
- Understanding the Legal System
- Navigating Mass Achieve
- Supervision with a Lens on Substance Misuse
- Supervision with a Lens on Domestic Violence
- Recognizing the importance of Self-Care and ways to promote Self-Care for staff
- Cultural Responsiveness

Based on participant and leadership feedback, new areas of focus have been added to the existing program. These topics include:

- Human Trafficking
- Office of the Child Advocate (OCA) this will include COINs (Central Office Incident Notification) and reports that go up to the OCA and EHS
- ICWA
- Supervision with a lens on Mental Health

Throughout the series participants engage in both small and large group discussions, as well as role plays of individual and group supervision to enhance their skills. Field staff presenters are a key component of the program and are included to help enrich the learning process. Additionally, each day of the training utilizes case samples and videos to promote critical thinking and a strengths-based approach using the five protective factors.

There is space on the CWI Intranet page for Supervisor to share documents, see tip sheets and view homework assignments.

Once they complete the new supervisor training series, supervisors have the option of continuing to participate in monthly Peer -to- Peer Learning Communities. These facilitated discussions allow for ongoing relationship building and continued skill development.

The current Peer- to -Peer Groups recently completed a professional book club series based "Dare to Lead" by Brene Brown. The groups are now reading and discussing "StrengthFinder 2.0" from Gallup.

Discussion Guides have also been developed and utilized in follow-up supervisor trainings to promote group supervision as a learning vehicle. Discussion Guides have been developed for the following topics:

- The Art of Facilitation
- Quality Contacts
- Youth Permanency
- Reflective Supervision
- Prudent Parenting
- Group Supervision

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- Placement Stability
- Incorporating Youth and Families Voice
- Supervising through a Trauma Informed Lens

Numerous other in-service trainings are offered for supervisors, a few examples are listed below:

- Building Capacity Series
- The Impact of Identity and Social Media
- Trauma Informed Conflict Resolution: three part series
- Supervision through a trauma informed, culturally sensitive lens
- Motivational interviewing/helping people change

The total projected cost for the New Supervisor Training program is \$80,000 per year of this five-year plan.

Section	Supervisor Training
Training Title	Principles of Supervision
Training Description	Overview:  Participants will be introduced to the principles of supervision. They will gain a better understanding of the role of a supervisor in Child Welfare. Participants will be exposed to critical thinking to enhance their skills, while also discussing the importance of individual supervision and group supervisor. Group activities and role plays will be used to help enhance learning.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center
	□DCF Area Office
	Hotel Conference Center
	☐ Online Remote Training (Synchronous instructor led) ☐ Online e-learning
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	☐ Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	☑DCF Staff
	Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Cost	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	General supervisory skills N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Enhancing supervisory skills
	Overview:  The focus of the day is for participants to enhance supervisory skills with effective ways to help staff learn. Understanding and working with the five protective factors. Participants will be introduced to the different styles of learning and gain techniques to promote further questions and conversations in supervision. Discussions will be led by a panel member at each table throughout the day.

Admin Function	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	
	Rate setting	
	A proportionate share of related agency overhead	
	Costs related to data collection and reporting	
	☐ Job performance and enhancement skills	
	General supervisory skills or general skills needed to perform specific jobs	
Venue	☑DCF CWI Training and Development Center	
	DCF Area Office	
	☐ Hotel Conference Center ☐ Online Remote Training (Synchronous instructor led)	
	Online e-learning	
Duration	Part-time attendance	
	Long Term Training	
	Short Term Training	
Provider	□ DCF CWI Trainer	
	□DCF Staff/Specialist □Contracted Trainer	
	Community/University Partner	
Days	Full day	
Hours	6	
Audience	□ DCF Staff	
	Foster/Adoptive Parent	
	□Community Provider □Court Personnel	
Cost	1200	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the	
Amocauon	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.	
	TRAINING CRITERIA for Federal Financial Participation	

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	State and agency personnel policies Staff management	25 25 25 25 25
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
T	A direction As Abour 1 of Leitung armount on
Training Title	Adjusting to the role of being a supervisor
Training Description	Overview:  Participants will learn how to adjust to their new role, while managing the numerous changes involved with their new position, privilege vs. power, putting off instant gratification, bridging the gaps and learning ways to motivate staff. Participants will be introduced to techniques on how to build a successful unit while also holding staff accountable, working through resistance and the importance of having necessary and difficult conversations. Throughout the day panel members will be at each table to help guide the conversations

Admin Function	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	
	Rate setting	
	A proportionate share of related agency overhead	
	Costs related to data collection and reporting	
	☐ Job performance and enhancement skills	
	General supervisory skills or general skills needed to perform specific jobs	
Venue	☑DCF CWI Training and Development Center	
	DCF Area Office	
	☐ Hotel Conference Center ☐ Online Remote Training (Synchronous instructor led)	
	Online e-learning	
Duration	Part-time attendance	
	Long Term Training	
	Short Term Training	
Provider	□ DCF CWI Trainer	
	□DCF Staff/Specialist □Contracted Trainer	
	Community/University Partner	
Days	Full day	
Hours	6	
Audience	□ DCF Staff	
	Foster/Adoptive Parent	
	□Community Provider □Court Personnel	
Cost	1200	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the	
Amocauon	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.	
	TRAINING CRITERIA for Federal Financial Participation	

Does the Trainee Carry a Caseload?	∐Yes ⊠No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100		50 50
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Human resources and cultural humility
Training Description	Overview: Participants will learn strategies, find resources and manage common personal relations, along with gaining a better understanding on how to do EPRSs and progressive discipline. The afternoon will be dedicated to Cultural Humility and Diversity, Discrimination and Sexual Harassment, Disabilities and Accommodations, and Language Access in the work place.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	□ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center
Venue	DCF Area Office
	Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance
	Long Term Training
	Short Term Training
Provider	DCF CWI Trainer
	DCF Staff/Specialist Contracted Trainer
	Community/University Partner
Days	Full day
Hours	
Audience	□ DCF Staff
	□Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation
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Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	25	Cultural competency N/A N/A N/A	25
FFP Standard: 50%	75	State and agency personnel policies Job performance enhancement skills Staff management N/A	25 25 25 25
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Understanding the Legal System
Training Description	Overview: Participants will have a review of the legal system within the Department. Care and Protection time lines, including a focus on reasonable efforts; the Children Requiring Assistance process, confidentiality, custodial authority and legal consults. Participants will be broken up by regions in the afternoon to have a complete understanding of the expectations in their regions.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □ □
	□DCF Area Office
	Hotel Conference Center
	□ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance
	□Long Term Training □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	□ DCF Staff
	Foster/Adoptive Parent
	□Community Provider □Court Personnel
Cost	1200
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100		50 50
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Supervision with a lens on Domestic Violence, Substance Misuse and Trauma
Training Description	Overview: This training will review some of the foundational issues that are explored in Supervision related to Domestic Violence, Substance Misuse and Trauma. The process of Critical Thinking provides a helpful structure in reviewing cases and exploring Social Worker attitudes during Supervision. Social Worker skills related to engagement, assessment and intervention will also be addressed. Social Worker biases will be explored using group activities that will enhance Supervisory approaches in supporting their unit in effectively working with families who present with these issues.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	☐ General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	□DCF Area Office □Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance
	□Long Term Training □Short Term Training
Provider	□DCF CWI Trainer □DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6 March G. C.
Audience	☑DCF Staff □Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
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	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100		50 25 25
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Promoting Self- Care
	Overview: Participants will learn how to stay motivated, deal with challenging behaviors and set appropriate limits, while promoting self -care.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance  Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
1 TOVIUCI	□DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	1200
A 33	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%		Worker retention and worker safety Team building and stress managment N/A N/A	25 75
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Navigating Mass Achieve
Training Description	This session provides a hands-on learning experience about how to effectively utilize the MassAchieve learning management system. This vital technology helps supervisors plan and track their own professional development and the learning paths for the social workers in their units.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance  Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
1 TOVIUCI	□DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	1200
A 33	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry	□Yes		
a Caseload?	⊠No		
If Yes is the Caseload	□Partial		
Partial/Full?	□Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
			50 50
FFP Standard: 50%	100	N/A N/A	
		N/A	
FFP Unclaimable		N/A N/A	
		N/A	

Section	Supervisor Training
Training Title	The art of facilitation
Training Description	This is a two-day training is centered around learning the seven step framework for facilitating meetings and learning experiences. This framework is currently used to guide peer to peer discussions. It offers a step by step look into each step with experiential activities. There is a focus on facilitation styles as well as managing the process of the group. This training offers the opportunity to practice in small groups using the framework and guides developed on specific topical areas. These guides can be used to group supervision.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center
	□DCF Area Office
	Hotel Conference Center
	□ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	☐ Contracted Trainer
	Community/University Partner
Days	Full day
Hours	12
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	identification of the percentage of the overall training time spent on topics anowable for 15% FFF, 30% FFF, and 0% FFF respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	50	Social work practice N/A N/A N/A	
FFP Standard: 50%	50	Job performance enhancement skills Team building and stress managment N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Therapy vs.clinical case management: What does it mean to support, guide and manage at the same time?
Training Description	While we might have heard that a case manager is trained to help clients access "external resources," whereas a therapist is trained to help clients access "internal resources" the question on how to do that can feel elusive. In this talk we will discuss best practices for clinical case management and where the crossover between the therapeutic alliance and case management lies. Time will be spent on complex case examples and working on how to balance trauma-informed child welfare practices, engagement, and boundaries while holding a case management frame.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	DCF Area Office Hotel Conference Center
	Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance  Long Term Training
	Short Term Training
Provider	□ DCF CWI Trainer
1 TOVIUCI	□DCF Staff/Specialist
	Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	□ DCF Staff
	Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	1200
A 33	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 30% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	50	Social work practice N/A N/A N/A	
FFP Standard: 50%	50	General supervisory skills N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Complex family systems involving sexual abuse and intergenerational trauma
	This training is intended to build skills and abilities of caseworkers who may encounter various components of sexual abuse in their ongoing work with families. It will help improve skills related to their work with victims and offenders by integrating integrates the assessment of safety, risk, and family functioning in the context of sexual abuse. Through lectures, role plays, films and group discussion and presentation, participants will develop a basic understanding of current theories and the mechanisms and dynamics of child sexual abuse, including the effects of victimization in children.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	DCF Area Office
	☐ Hotel Conference Center ☐ Online Remote Training (Synchronous instructor led)
	Online e-learning
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	DCF CWI Trainer
	DCF Staff/Specialist Contracted Trainer
	Community/University Partner
<u>Days</u> Hours	Full day
Audience	□   □   □   □   □   □   □   □   □   □
rudience	Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
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	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice N/A N/A N/A	
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A	

Section	Supervisor Training
Training Title	Racial equity and inclusion
Training Description	Agencies serve a wide variety of clients with staff from diverse backgrounds and it helps to have a framework for discussions about cultural issues. While examining issues of culture it is important to address issues of power, privilege, intersectionality, identity and the responsibility we have to continue educating ourselves on these matters. During the training participants will be asked to resist the urge to defend past actions, learn the difference between intent and impact and consider who they look to as experts on cultural matters.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center
	□DCF Area Office
	Hotel Conference Center
	☐ Online Remote Training (Synchronous instructor led) ☐ Online e-learning
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	☐ Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	☑DCF Staff
	Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Cost	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Cultural competency N/A N/A N/A	
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	Supervisor Training
Training Title	Mental Health, Human Trafficking and ICWA
	This training will review some of the foundational issues that are explored in Supervision related to Mental Health/ Human Trafficking and ICWA and the impact all three areas have on families functioning. Technics and strategies will be explored to enhance best case practice.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center
	□DCF Area Office
	Hotel Conference Center
	☐ Online Remote Training (Synchronous instructor led) ☐ Online e-learning
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	☐ Contracted Trainer
	Community/University Partner
Days	Full day
Hours	6
Audience	☑DCF Staff
	Foster/Adoptive Parent
	Community Provider
	Court Personnel
Cost	1200
Cost	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Cultural competency General SA, DV, and MH and child weflare Title IV-E policies and procedures N/A	
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Child Welfare Institute

### New Area Program Manager (APM) Professional Development Series

#### Program Description

The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor-led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.

This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.

Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.

The complete APM professional development series is 11 weeks in duration (5.5 months). The topics and learning have been scaffolded to reflect the skills an APM must acquire or build upon to be successful in their role.

Child Welfare Institute

#### New Area Program Manager Professional Development Program Vision



The total projected cost of the New Area Program Manager training program is \$43,000 per year of this five-year plan.

Section	New Area Program Manager Training
Fraining Title	WelcomeLeadership ane vision
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Full day
Hours	6

Audience	□ Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5	ed to the Title IV-E foster care, adoption assistance or guardiar 0% FFP, and 0% FFP respectfully.	n assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carr a Caseload?	y □Yes ⊠No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	Staff management N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training

Training Title	Labor relations, reasonable accomodations, diversity and sexual harassment
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □ Long Term Training  □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	1

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	0		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	30	Cultural competency N/A N/A N/A	30
FFP Standard: 50%	70	Staff management State and agency personnel policies N/A N/A	30 40
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Fraining Title	Leading with data
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□DCF CWI Training and Development Center         □DCF Area Office         □Hotel Conference Center         □Online Remote Training (Synchronous instructor led)         □Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Full day
Hours	6

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	0		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	30	AFCARS and SACWIS N/A N/A N/A	30
FFP Standard: 50%	70	Using management reports Staff management Job performance enhancement skills N/A	30 20 20 20
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Fraining Title	Integration of policy into practice
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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  Rate setting  A proportionate share of related agency overhead  Costs related to data collection and reporting  Job performance and enhancement skills  General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	[3

Audience  DCF Staff Foster/Adoptive Parent Community Provider Court Personnel	
Cost	
Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance progidentification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.	ram based on the
TRAINING CRITERIA for Federal Financial Participation	
Does the Trainee Carry a Caseload? Sometimes Carry No	
If Yes is the Caseload Partial Full Full	
Title IV-E Reimbursement Rates % Claimable Topics/learning objectives of training activity* % of time on to	ppic
FFP Enhanced: 75%  30  Title IV-E policies and procedures N/A N/A N/A N/A N/A N/A	
FFP Standard: 50%  State and agency personnel policies Staff management N/A N/A N/A	
FFP Unclaimable  N/A N/A N/A N/A N/A N/A	

S	ection	New Area Program Manager Training

Training Title	Management fundamentals: Strengths based Leadership Parts 1, 2, & 3
	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month — with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	
Duration	Part-time attendance  □Long Term Training  Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Full day
Hours	9

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	50	Social work practice Team building and stress management N/A N/A	30 15
FFP Standard: 50%	50	Staff management State and agency personnel policies N/A N/A	25 25
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Fraining Title	Moving forward with equity minded practice and cultural responsiveness
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and
	participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □ Long Term Training  □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	4

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	0		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	a assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Cultural competency N/A N/A N/A	100
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Training Title	Statewide Legal conference
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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  Rate setting  A proportionate share of related agency overhead  Costs related to data collection and reporting  Job performance and enhancement skills  General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
	Full day
Hours	

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	70	Activities to preserve and reunify family Title IV-E policies and procedures Permanency planning N/A	30
FFP Standard: 50%	30	Staff management N/A N/A N/A	30 40
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Training Title	A Panel: Collaborating with agency specialists
Training Description	Program Description Building connections between the agency practice specialists to improve decision making, including: substance use, mental health, domestic violence, disabilities, adolescent outreach, LGBTQ, Ombudsman, and the Housing Unit.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	1/2 day
Hours	3

Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	400		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
TRAINING CRITERIA for Federal Financial Participation			
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	1000	General SA, DV, and MH and child weflare Team building and stress management N/A N/A	60 40
FFP Standard: 50%		N/A N/A N/A N/A	30 40
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Training Title	The art of facilitation Part 1 & 2
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  □ Long Term Training  □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Full day
Hours	9

Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider □ Court Personnel		
Cost	1200		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice Team building and stress management N/A N/A	30 70
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

Section	New Area Program Manager Training
Fraining Title	Permanency
Training Description	Program Description The New APM Professional Development Program has adopted a multimodal approach consisting of hybrid learning through instructor led online sessions and in-person trainings, in-person Peer to Peer (P2P) facilitated community building sessions and panel presentations. A longer-term goal of the program is to support New APMS through the assignment of a mentor.  This hybrid learning model is designed to build a community of practice amongst new APM's. This community of practice is designed to promote connections and continuous learning through ongoing P2P sessions and learning opportunities through the DCF intranet. The instructor led sessions will be conducted in-person and virtually to maximize participation and ease of access to the trainings. All P2P will be in person in 2024 to deepen collaboration and connections in management and leadership practice.  Online and in-person Instructor led sessions will be held twice a month – with one virtual half day and one in person full day at the TDC. Protected time and support for consistent attendance and participation is a necessary expectation of this training series.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning
Duration	Part-time attendance  ☐Long Term Training  ☐Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Community/University Partner
Days	1/2 day
Hours	4

Audience	□ DCF Staff □ Foster/Adoptive Parent □ Community Provider □ Court Personnel		
Cost	400		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50	ed to the Title IV-E foster care, adoption assistance or guardian 0% FFP, and 0% FFP respectfully.	assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	□Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Permanency planning N/A N/A N/A	100
FFP Standard: 50%	0	N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

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### Protective Intake and Response

The Protective Intake Response Intensive Seminar is designed to fulfill the Commonwealth mandate to provide additional training as identified under MGL c. 119, s 51B (q) for those social workers and supervisors conducting child abuse and neglect intakes and investigations of allegations contained within a 51A report. This training program ensures that all staff conducting protective intake and response are credentialed. The department and the private agencies under contract with it, shall conduct periodic and regular training and education to caseworkers, screeners of 51A reports, and administrators of the department and the agencies regarding their duties and obligations under section 51A and 51B. In addition, under (j), the department shall adopt regulations to implement sections 51A to 51F, inclusive.

The Intensive Seminar was developed at the request of senior leadership to provide training to address the ongoing need for hotline staff and response workers. The seminar series supports screeners, response workers, hotline social workers, and on-call supervisors in taking on their new roles within the Department. The intensive nature of the program allows social workers to complete the essential training content in as few as five consecutive days. The program is self-paced to allow staff the flexibility to complete each element of the learning path at their convenience in line with the needs of the area office.

The content includes a weaving of essential strategies to support equity-minded and trauma-informed practice. There are five live virtual instructor led sessions covering Structured Decision Making, Medical Indicators, Interviewing, Hotline and Clinical Formulation and 51B writing. Upon completing all modules within the curriculum, individuals are trained to support the needs of the field.

The total projected cost of the Protective Intake and Response training program is \$40,000 per year for this five-year plan.

Section	Protective Intake and Response
Training Title	Protective Intake Response Intensive Seminar
Training Description	The Protective Intake Response Intensive Seminar is designed to fulfill the Commonwealth mandate to provide additional training as identified MGL. Under MGL c. 119, s 51B (q) q) The department and the private agencies under contract with it, shall conduct periodic and regular training and education to caseworkers, screeners of 51A reports, and administrators of the department and the agencies regarding their duties and obligations under section 51A and 51B. In addition, under (j) j) The department shall adopt regulations to implement the sections 51A to 51F, inclusive. The Intensive Seminar was developed at the request of senior leadership to provide a compressed training to address the urgent need for hotline staff and response workers. The Seminar supports screeners, response workers, hotline social workers and on-call supervisors to take on their new roles within the Department. The intense nature and short timeframe of the course allows social worker to complete the essential training content in five days. The content includes a weaving of essential strategies to support equity minded and trauma informed practice. There are five live virtual instructor led sessions covering Structure Decision Making, Medical Indicators, Interviewing, Hotline and Clinical Formulation and 51B writing.  The self-paced learning supports must be completed within the five days and include Safety, Legal, Policy and Specialists. Upon completing all modules within the curriculum, individuals are trained to support the needs of the field.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□DCF CWI Training and Development Center □DCF Area Office □Hotel Conference Center □Online Remote Training (Synchronous instructor led) □Online e-learning
Duration	Part-time attendance  □Long Term Training  □Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner
Days	Multi-day
Hours	36

Audience	□ Foster/Adoptive Parent □ Community Provider		
	□Court Personnel		
Cost	6000		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable	100	Conducting child abuse and neglect investigations N/A N/A N/A	100

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### **Continuous Learning In-Service Training**

The Child Welfare Institute's Continuous Learning In-Service Training Program is a comprehensive initiative designed to enhance the skills and knowledge of child welfare professionals across the state. This robust program offers over 100 workshops annually, addressing a wide range of critical topics pertinent to child welfare practice and administration.

#### **Key Topics Included in the In-Service Training Program:**

Child Welfare Practice The program provides in-depth training on best practices in child welfare, equipping staff with the necessary tools and techniques to effectively support children and families. Workshops cover case management, assessment strategies, and intervention methods, ensuring that practitioners are well-prepared to address the complex needs of their clients.

**Supervision and Management** Recognizing the importance of strong leadership, the training includes modules focused on supervision and management. These sessions are designed to develop the skills of current and aspiring supervisors, emphasizing effective leadership, team building, and conflict resolution. By fostering competent and confident leaders, the program aims to enhance the overall functioning of child welfare teams.

**Policy Implementation** The program offers detailed guidance on the implementation of state and federal policies. Participants learn how to navigate and apply these policies within their daily work, ensuring compliance and promoting best practices. This component is crucial for maintaining the integrity and effectiveness of child welfare services.

**Diversity, Equity, and Inclusion (DEI)** A significant emphasis is placed on DEI, with workshops aimed at fostering an inclusive and equitable environment within child welfare services. Training covers cultural competency, implicit bias, and strategies to promote equity in service delivery. This focus ensures that all children and families receive fair and respectful treatment, regardless of their background.

**Substance Use Disorders** The training program includes specialized sessions on substance use disorders, recognizing the profound impact these issues can have on families involved with child welfare. Workshops provide knowledge on the identification, assessment, and treatment of substance use disorders, as well as strategies for supporting affected children and parents.

**Domestic Violence** Understanding the complexities of domestic violence is critical for child welfare professionals. The program offers training on identifying signs of domestic violence, assessing risk, and implementing appropriate interventions. These sessions aim to protect vulnerable individuals and support them in achieving safety and stability.

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Mental Health Mental health training is another cornerstone of the program, addressing the various mental health issues that may affect children and families. Workshops cover topics such as trauma-informed care, mental health assessments, and treatment planning. By enhancing mental health competencies, the program ensures that staff can provide holistic and effective support.

Collaborative Practice Framework: Engagement, Assessment, Planning, Implementation, and Professional Responsibilities The program integrates the Collaborative Practice Framework, emphasizing the following key components:

- **Engagement**: Training emphasizes building trust and rapport with children, families, and stakeholders. Workshops cover communication techniques and strategies to effectively engage with diverse populations.
- **Assessment**: Comprehensive assessment training ensures that professionals can accurately identify the needs, strengths, and risks of children and families. This includes tools and methods for thorough evaluations.
- **Planning**: Training on developing effective and individualized case plans is provided, focusing on setting realistic goals and outlining actionable steps to support children and families.
- **Implementation**: Professionals learn strategies for implementing case plans, including resource coordination, service delivery, and ongoing monitoring to ensure that interventions are effective.
- **Professional Responsibilities**: Emphasis is placed on ethical practice, continuous professional development, and accountability. Workshops cover professional standards, legal obligations, and self-care to maintain a high level of service quality.

**Hybrid Training Model:** CWI employs a hybrid training model to deliver in-service training and meet the diverse learning needs of DCF staff. This model combines:

- In-Person Workshops:
- Facilitates hands-on learning and networking opportunities.
- o Provides an interactive environment for discussions and role-playing exercises.
- Online Courses:
- o Offers flexibility and convenience for staff to complete training at their own pace.
- o Includes webinars, e-learning modules, and virtual workshops accessible from various locations.

### **Training Volume and Requirements**

- Over 100 Workshops Annually:
- o The extensive array of workshops ensures a wide variety of topics and depth of knowledge.
- o Regularly updated to reflect the latest research, best practices, and policy changes.
- 30-Hour Annual Training Requirement:
- o According to state law, child welfare staff are required to complete 30 hours of training per year.
- o The program is structured to help staff easily meet this requirement through diverse and engaging training options.

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**Conclusion** The Child Welfare Institute's Continuous Learning In-Service Training Program is a vital resource for child welfare professionals, offering comprehensive training across a broad spectrum of essential topics. Through a hybrid training model and the integration of the Collaborative Practice Framework, the program ensures that staff have the knowledge, skills, and support needed to effectively serve children and families while promoting an inclusive and equitable service environment.

The total projected cost of Continuous Learning In-service training is \$70,000 per year of this five-year plan.

Section	In-Service Training
Training Title	Continuous learning and training activities open to all DCF staff
	The Child Welfare Institute's Continuous Learning In-Service Training Program is a comprehensive initiative designed to enhance the skills and knowledge of child welfare professionals across the state. This robust program offers over 100 workshops annually, addressing a wide range of critical topics pertinent to child welfare practice and administration.
Admin Function	<ul> <li>☑Referral to services</li> <li>☑Preparation for and participation in judicial determinations</li> <li>☑Placement of the child</li> <li>☑Development of the case plan</li> <li>☑Case reviews</li> <li>☑Case management and supervision</li> <li>☑Recruitment and licensing of foster homes and institutions</li> <li>☐Rate setting</li> <li>☐A proportionate share of related agency overhead</li> <li>☐Costs related to data collection and reporting</li> <li>☑Job performance and enhancement skills</li> <li>☑ General supervisory skills or general skills needed to perform specific jobs</li> </ul>

Venue			
Duration	Part-time attendance ☐Long Term Training ☐Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	Full day		
Hours			
Audience	□ Community Provider □ Court Personnel		
Cost	70,000		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	Yes □No		
If Yes is the Caseload Partial/Full?			
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	70	Social work practice Cultural competency Child abuse and neglect issues General SA, DV, and MH and child weflare	30 10 40 20

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FFP Standard: 50%	25	State and agency personnel policies Job performance enhancement skills General supervisory skills Worker retention and worker safety	30 20 40 10
FFP Unclaimable	5	Conducting child abuse and neglect investigations N/A N/A N/A	5

### DCF POLICY AND PRACTICE IMPLEMENTATION

The Department has a continuous and comprehensive training program on Policy and Practice. During this training plan's duration there will be a particular focus on the implementation of Structured Decision Making (SDM) as a cornerstone project. This initiative is designed to equip child welfare professionals with the knowledge, skills, and tools necessary to enhance decision-making processes and improve outcomes for children and families in our care.

#### Structured Decision Making (SDM): A Cornerstone Project

Structured Decision Making (SDM) is a research-based framework that standardizes decision-making processes in child welfare. By incorporating evidence-based tools and assessments, SDM aims to reduce subjectivity and variability in critical decisions, ensuring that every step—from intake to case closure—is guided by consistent, objective criteria. This systematic approach not only enhances the accuracy and fairness of our decisions but also helps prioritize resources for the most vulnerable children and families.

### **Key Components of SDM Implementation**

Our training program will cover the key components of SDM, including:

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- 1. **Risk and Safety Assessment**: Utilizing validated tools to assess the immediate safety and long-term risk factors for children in their homes.
- 2. Case Planning: Developing detailed, goal-oriented case plans that are tailored to the unique needs and strengths of each family.
- 3. **Reassessment and Case Closure**: Periodically reassessing cases to track progress and make informed decisions about permanency and case closure.

### **Integration with Permanency Policy**

In tandem with SDM, the ongoing implementation of our permanency policy remains a critical priority. This policy is designed to ensure that every child achieves a stable, permanent home as swiftly and safely as possible. The permanency policy aligns with SDM by providing clear guidelines for evaluating and pursuing the best permanency options, whether through reunification with the birth family, adoption, guardianship, or another permanent arrangement.

#### **Goals of the Training Program**

This training program aims to:

- Enhance Understanding: Provide a thorough understanding of SDM principles and practices.
- **Build Competency**: Develop practical skills in applying SDM tools and techniques.
- **Promote Best Practices**: Encourage the adoption of best practices in permanency planning to achieve timely and stable outcomes for children.
- **Foster Collaboration**: Strengthen collaboration among child welfare professionals, ensuring a unified approach to decision-making and permanency planning.

By the end of this training plan period, DCF staff will be equipped with the expertise needed to implement SDM effectively and support the permanency policy's objectives. This integrated approach will not only improve the quality of our interventions but also enhance the overall well-being and stability of the children and families we serve.

Section	Policy and Practice Training		
Training Title	Policy and Practice Training and Implementation		
Training Description	This training program is designed to equip social workers, supervisors, and managers within the Department of Children and Families (DCF) with the skills and knowledge necessary to effectively implement policies and practices that enhance the safety, well-being, and permanency of children and families. The training covers essential aspects of policy understanding, practical application, and strategic supervision to ensure all staff members are proficient in utilizing best practices aligned with DCF's mission.  Objectives  1. Policy Comprehension: Understand the key policies and regulations governing child welfare and family services within DCF.  2. Best Practice Application: Learn and apply evidence-based practices to improve outcomes for children and families.  3. Skill Development: Enhance critical skills necessary for effective case management, supervision, and leadership.  4. Collaboration and Communication: Foster a collaborative environment and improve communication skills to work efficiently with families, colleagues, and external partners.  Outcome Measurement: Utilize tools and techniques to measure and evaluate the effectiveness of implemented practices.  Expected Outcomes  DCF staff will:  Have a comprehensive understanding of DCF policies and how to implement them effectively.  Have a comprehensive understanding of DCF policies and how to implement of children and families.  Develop enhanced skills in case management, supervision, and leadership.  Be equipped to foster collaboration and communicate effectively with all stakeholders.  Be proficient in using tools to monitor, evaluate, and improve practice outcomes continuously.		
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs		
Venue	☑DCF CWI Training and Development Center         ☑DCF Area Office         ☐ Hotel Conference Center         ☑Online Remote Training (Synchronous instructor led)         ☑Online e-learning		

Duration	Part-time attendance  ☐Long Term Training  ☑Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	Multi-day		
Hours			
Audience	☑DCF Staff ☑Foster/Adoptive Parent ☑Community Provider ☑Court Personnel		
Cost	425000		
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	rry ⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	40	Title IV-E policies and procedures N/A N/A N/A N/A	100
FFP Standard: 50%	60	State and agency personnel policies N/A N/A N/A	100

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	N/A	
	N/A	
FFP Unclaimable	N/A	
	N/A	

### Diversity, Equity, and Inclusion

The Department of Children and Families (DCF) places a strong emphasis on fostering Diversity, Equity, and Inclusion (DEI) within its workforce. To support this commitment, DCF offers comprehensive training programs designed to equip social workers, supervisors, and managers with the knowledge and skills necessary to create an inclusive and equitable work environment. These programs encompass a range of initiatives, including the Equity Minded Practice Certificate Program and a variety of continuous learning workshops.

#### Equity Minded Practice Certificate Program

The Equity Minded Practice Certificate Program is a cornerstone of DCF's DEI training efforts. This program is tailored to develop an equity-focused mindset among participants, enabling them to recognize and address systemic inequities within their professional practice. Key highlights of the program include:

- 1. **Foundational Training**: Participants receive an introduction to core DEI concepts, including the definitions and importance of diversity, equity, and inclusion in the workplace.
- 2. **Bias Awareness**: Training sessions aimed at identifying and mitigating unconscious biases that can affect decision-making processes and interactions with colleagues and clients.
- 3. **Cultural Competence**: Enhancing understanding and respect for diverse cultural backgrounds to improve service delivery and client relations.
- 4. **Equity Audits**: Practical exercises that teach participants how to conduct equity audits within their teams and workflows, identifying areas for improvement.
- 5. **Action Planning**: Guidance on developing and implementing actionable plans to foster a more equitable work environment.

Upon completion, participants earn a certificate recognizing their commitment to equity-minded practices, which is a testament to their ability to integrate these principles into their daily work.

#### Continuous Learning Workshops

In addition to the Equity Minded Practice Certificate Program, DCF offers a broad range of continuous learning workshops available to all staff. These workshops are designed to provide ongoing education and skill development in various aspects of DEI. Highlights of these workshops include:

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- 1. **Cultural Humility Workshops**: Focused on the continuous self-evaluation and self-critique necessary to build respectful partnerships with people from diverse backgrounds.
- 2. **Inclusive Leadership Training**: Equipping supervisors and managers with strategies to lead diverse teams effectively, promoting an inclusive workplace culture.
- 3. **Anti-Racism and Anti-Discrimination Training**: Addressing systemic racism and discrimination and providing tools to create an anti-racist workplace.
- 4. **LGBTQ+ Inclusivity**: Workshops dedicated to understanding the unique challenges faced by LGBTQ+ individuals and creating supportive and inclusive environments for all.
- 5. Accessibility and Disability Awareness: Enhancing awareness and skills to better serve and support colleagues and clients with disabilities.

These workshops are designed to be interactive and participatory, encouraging staff to engage in meaningful dialogue and reflect on their own practices and attitudes. By offering these continuous learning opportunities, DCF ensures that all employees have the resources and support they need to contribute to a diverse, equitable, and inclusive work environment.

Section	Diversity, Equity, and Inclusion
Training Title	Equity Minded Social Work Practice
	The DCF (Department of Children and Families) continuous learning and training programs on Diversity, Equity, and Inclusion (DEI) are designed to foster an inclusive and equitable work environment. These programs offer ongoing education and skill development for staff at all levels, focusing on enhancing cultural competence, recognizing and addressing biases, and promoting inclusive practices. The training includes workshops, seminars, and online courses that cover a wide range of DEI topics, such as understanding systemic racism, implementing inclusive policies, and engaging with diverse communities. By providing these resources, DCF aims to ensure that its workforce is well-equipped to serve diverse populations effectively and equitably.

Admin Function	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	
	Rate setting	
	A proportionate share of related agency overhead	
	Costs related to data collection and reporting	
	General supervisory skills or general skills needed to perform specific jobs	
Venue	□ DCF CWI Training and Development Center	
	□ DCF Area Office	
	☐ Hotel Conference Center	
	<ul> <li>☑Online Remote Training (Synchronous instructor led)</li> <li>☑Online e-learning</li> </ul>	
	Nomine of teaming	
Duration	Part-time attendance	
	Long Term Training	
	Short Term Training	
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist	
	□ Contracted Trainer	
	Community/University Partner	
Days	Multi-day	
Hours	Multi-day	
Audience	☑DCF Staff	
	☑Foster/Adoptive Parent	
	Community Provider	
	Court Personnel	
Cost	50,000	
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the	
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.	
	TRAINING CRITERIA for Federal Financial Participation	

Does the Trainee Carry a Caseload?	⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Cultural competency N/A N/A N/A	100
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

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### Foster, Adoptive, and Guardian Parents Training Initiatives

#### Overview

The Department of Children and Families (DCF) is dedicated to ensuring the safety, well-being, and stability of children in need of placement. Our training initiatives for foster, adoptive, and guardian parents are designed to equip caregivers with the necessary skills, knowledge, and support to provide high-quality care for children. These initiatives include comprehensive training programs, both for initial licensing and ongoing renewals, ensuring that all caregivers are well-prepared to meet the unique challenges of child placement.

#### Initial Licensing and MAPP Training Program

The core component of our initial licensing process is the Model Approach to Partnerships in Parenting (MAPP) training program. MAPP is a nationally recognized program that prepares prospective foster, adoptive, and guardian parents through a series of structured training sessions. The program covers critical areas such as:

- Child Development and Behavior: Understanding the physical, emotional, and psychological development stages of children.
- Attachment and Trauma: Addressing the effects of trauma and strategies for building secure attachments.
- Parenting Skills: Practical approaches to discipline, communication, and creating a nurturing environment.
- Cultural Competency: Promoting sensitivity and understanding of diverse cultural backgrounds.
- **Legal and Procedural Knowledge:** Understanding the legal framework and procedural requirements for foster care, adoption, and guardianship.

MAPP training is delivered through interactive workshops, group discussions, and practical exercises, fostering a supportive learning environment where prospective caregivers can share experiences and gain insights from one another.

#### Ongoing Training and Renewals

To maintain and enhance caregiving skills, DCF provides ongoing training for licensed foster, adoptive, and guardian parents. Renewal training ensures caregivers stay updated on best practices and new developments in child welfare. Key components include:

- Advanced Parenting Techniques: Updates on advanced strategies for managing challenging behaviors and supporting child development.
- **Health and Safety:** Training on current health and safety protocols, including first aid, CPR, and emergency preparedness.
- **Specialized Topics:** Workshops on topics such as caring for children with special needs, supporting LGBTQ+ youth, and navigating educational challenges.
- Support Networks: Encouraging participation in support groups and peer networks to share experiences and resources.

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#### Support Services

DCF is committed to providing continuous support for foster, adoptive, and guardian parents through:

- Case Management: Dedicated caseworkers to assist with any issues or concerns.
- Resource Access: Information on community resources, financial assistance, and respite care options.
- **Crisis Intervention:** 24/7 access to crisis intervention services for urgent situations.

#### Conclusion

The DCF Foster, Adoptive, and Guardian Parents Training Initiatives are crucial for creating a network of well-prepared and supported caregivers. By providing comprehensive training through the MAPP program and ongoing renewal sessions, we aim to ensure that every child in our care is placed in a safe, nurturing, and stable environment where they can thrive. Our commitment to continuous support and education underscores our dedication to the well-being of both the children and the caregivers who serve them.

Section	Foster, Adoptive Parents and Guardians
Training Title	Foster, Adoptive Parents and Guardians
Training Description	Wide-ranging training for foster parents, adoptive parents, and guardians is essential to ensure they are well-prepared for the responsibilities and challenges of caring for children who need stable, supportive homes. This training typically includes:  1. Model Approach to Partnerships in Parenting (MAPP): MAPP is a standardized curriculum used to train prospective foster and adoptive parents. It covers critical areas such as understanding the impact of trauma, building positive relationships, managing behaviors, and supporting the child's emotional needs. The program emphasizes the importance of teamwork among caregivers, social workers, and other professionals.  2. Ongoing Training: To support placements and address emerging issues, ongoing training is provided. This may include workshops, support groups, and online courses on topics like dealing with adolescent behavior, navigating the educational system, and self-care for caregivers. Continuous education ensures that parents are equipped to handle evolving dynamics and specific needs of the children in their care.  These training programs collectively aim to create a supportive network for foster and adoptive parents, ensuring that they can provide safe, stable, and loving homes for children.

Admin Function	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
	Rate setting
	A proportionate share of related agency overhead
	Costs related to data collection and reporting
	☐ Job performance and enhancement skills
	General supervisory skills or general skills needed to perform specific jobs
Venue	DCF CWI Training and Development Center
	□ DCF Area Office
	Hotel Conference Center
	<ul><li>☑Online Remote Training (Synchronous instructor led)</li><li>☑Online e-learning</li></ul>
Duration	Part-time attendance
	□ Long Term Training □ Short Term Training
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist
	□ Contracted Trainer
	Community/University Partner
Days	Multi-day
Hours	interest of the second of the
Audience	□DCF Staff
	□ Foster/Adoptive Parent
	Community Provider Court Personnel
Cost	50,000
A.11	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the
Allocation	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.
	TRAINING CRITERIA for Federal Financial Participation

Does the Trainee Carry a Caseload?	⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Permanency planning N/A N/A N/A	100
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	

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### **Professional Education and Certificate Programs**

The Department of Children and Families (DCF) funds programs offered through both state and private universities across the Commonwealth. These programs are designed to enhance the professional skills of social workers, supervisors and managers; they focus on a range of areas critical to effective practice, including trauma-informed practice, human services management, leadership, and equity-minded practice.

#### **MSW Fellowship Program**

The Master of Social Work (MSW) Fellowship Program is a cornerstone of the DCF professional education initiatives. This program, in collaboration with University graduate social work programs, aims to prepare social work students for advanced practice in child welfare and to create career pathways and growth opportunities for staff.

#### **Advanced Practice Certificates**

In addition to the MSW Fellowship Program, DCF utilizes university partnerships to offer advanced practice certificates in several key areas to further enhance the skills of practicing social workers, supervisors and managers. These certificates include:

- 1. Trauma-Informed Practice
- o **Curriculum**: Focuses on understanding the impact of trauma on individuals and families and developing skills to provide trauma-sensitive interventions.
- Skills Developed: Includes assessment and intervention techniques, promoting resilience, and creating safe, supportive environments for clients.
- 2. Human Services Management and Leadership
- o Curriculum: Covers topics such as organizational management, leadership strategies, financial management, and policy development.
- Skills Developed: Emphasizes strategic planning, team leadership, ethical decision-making, and effective communication within human services organizations.
- 3. Equity-Minded Practice
- Curriculum: Addresses issues of diversity, equity, and inclusion within social work practice. Includes training on cultural competence, antiracism, and advocacy for marginalized communities.
- o **Skills Developed**: Focuses on developing an equity lens in practice, promoting social justice, and implementing inclusive policies and practices within organizations.

#### Conclusion

The DCF training programs provided through university partners offer comprehensive education and practical training for social workers, supervisors, and managers. By focusing on trauma-informed practice, human services management and leadership, and equity-minded practice, these programs ensure that professionals are well-equipped to meet the complex needs of vulnerable families and children and lead their organizations

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effectively. The MSW Fellowship Program provides a robust pathway for students to gain specialized experience in child welfare, supported by financial assistance and professional development opportunities.

Section	Professional Education and Certificate Programs
Training Title	MSW Fellowships and Professional Certificates
Training Description	The Department of Children and Families (DCF) offers comprehensive professional education programs designed to foster advanced practice learning, support career advancement, enhance staff retention, and uphold the agency's commitment to continuous learning.
	By investing in these professional education programs, DCF not only enhances the capabilities and career prospects of its staff but also reinforces its dedication to providing high-quality services and achieving positive outcomes for the children and families it serves.
Admin Function	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
Venue	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center □ Online Remote Training (Synchronous instructor led) □ Online e-learning

Duration	Part-time attendance  ☐Long Term Training  ☑Short Term Training		
Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Days	Multi-day		
Hours			
Audience	☑DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	150,000		
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5		assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Social work practice N/A N/A N/A N/A	100
FFP Standard: 50%		N/A N/A N/A N/A	

	N/A	
FFP Unclaimable	N/A N/A	
	N/A	

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### Administrative Trainings

The CWI designs and implements a range of continuous learning activities to equip administrative staff with the critical skills and knowledge required to thrive and grow a large state agency. The program focuses on enhancing leadership capabilities, effective communication, navigating the complexities of bureaucracy, resolving conflicts, leveraging technology for efficiency, and managing in a dynamic and constantly changing environment.

#### **Program Objectives:**

- 1. **Develop Leadership Skills:** Empower participants with advanced leadership techniques to inspire and guide their teams towards achieving organizational goals.
- 2. **Enhance Communication:** Improve interpersonal and organizational communication skills for more effective collaboration and information dissemination.
- 3. Navigate Bureaucracy: Equip leaders with strategies to efficiently navigate and streamline bureaucratic processes within the state agency.
- 4. **Conflict Resolution:** Teach practical conflict resolution methods to handle disputes and foster a harmonious work environment.
- 5. **Technology Utilization:** Promote the use of modern technology to enhance operational efficiency and productivity.
- 6. **Change Management:** Provide tools and frameworks to manage and lead through continuous change and uncertainty.

Section	Administrative Trainings
Training Title	Leadership Development Series for Administrative Professionals
M p T A	Administrative professionals are the strings that hold together the important work of the Department. In an ongoing commitment to professional growth, CWI and DCF Regional Administrative Managers are pleased to announce the Leadership Development Series for DCF Admin Professionals (LDSAP). This series of trainings was developed for DCF Administrative Professionals in partnership with our workforce utilizing feedback gathered from administrators in the field through surveys and focused discussions.  Irainings will be presented through the administrative professional lens with general topic areas including Leadership Development, Communication, Project Management, and Implicit Bias. Attendees will learn tools and strategies to assist in their current role as well as overall management and leadership skills for future professional development.  The Leadership Development Series consist of 2 components, Virtual Instructor Led Training (VILT) sessions and a Self-Paced eLearning curriculum in MassAchieve.
	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 Rate setting A proportionate share of related agency overhead Costs related to data collection and reporting Job performance and enhancement skills General supervisory skills or general skills needed to perform specific jobs
]	□ DCF CWI Training and Development Center □ DCF Area Office □ Hotel Conference Center ☑ Online Remote Training (Synchronous instructor led) ☑ Online e-learning
[	Part-time attendance ☐Long Term Training ☑Short Term Training

Provider	□ DCF CWI Trainer □ DCF Staff/Specialist □ Contracted Trainer □ Community/University Partner		
Davs	Multi-day		
Hours	24		
Audience	□DCF Staff □Foster/Adoptive Parent □Community Provider □Court Personnel		
Cost	12000		
	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocate identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 5		assistance program based on the
	TRAINING CRITERIA for Federal Finance	cial Participation	
Does the Trainee Carry a Caseload?	⊠Yes ⊠No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%		N/A N/A N/A N/A	
FFP Standard: 50%	100	Job performance enhancement skills Staff management N/A N/A	75 25

	N/A	
FFP Unclaimable	N/A N/A	
	N/A	

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### Community Partnerships to Advance Services to Families and Children

#### **Committee for Public Counsel Services**

DCF recognizes the CPCS professional development programs as an important feature of quality services for vulnerable children and families. Comprehensive Legal Training Program in Child Welfare Law is designed to equip lawyers with the specialized skills and knowledge required to navigate the multifaceted arena of child welfare cases. This program encompasses a broad spectrum of topics essential for effective advocacy and representation in this critical field.

Key Components of the Training Program:

#### 1. Trial Preparation:

- Case Analysis and Strategy Development: Lawyers will learn to meticulously analyze case details, develop robust strategies, and prepare for both bench and jury trials.
- o **Mock Trials and Simulations**: Through realistic mock trials and simulations, participants will gain hands-on experience in presenting evidence, examining witnesses, and crafting compelling arguments.
- Legal Writing and Documentation: Emphasis on drafting clear, persuasive legal documents, including motions, briefs, and court orders.

#### 2. Cultural Humility:

- o **Understanding Diversity**: Training on recognizing and respecting cultural differences, including the impact of socio-economic factors, race, ethnicity, and family dynamics on child welfare cases.
- o **Implicit Bias Training**: Tools and techniques to identify and mitigate implicit biases that may affect decision-making and client interactions.

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Engaging with Families and Communities: Strategies for effective communication and building trust with families from diverse backgrounds, ensuring that all voices are heard and respected in the legal process.

#### 3. Probate Court Cases:

- o **Guardianship and Conservatorship**: Detailed instruction on handling cases involving the appointment of guardians and conservators for minors, including legal standards and procedural requirements.
- Estate and Trust Issues: Guidance on navigating complex estate and trust matters that affect children in the welfare system, ensuring their rights and interests are protected.
- o **Interdisciplinary Collaboration**: Training on collaborating with social workers, psychologists, and other professionals to support the best interests of the child.

#### 4. Fair Hearings:

- Administrative Law Basics: Foundation in the principles and procedures of administrative law as it pertains to child welfare.
- Preparing for Hearings: Techniques for preparing clients and cases for fair hearings, including evidence gathering, witness preparation, and effective advocacy.
- **Post-Hearing Processes**: Understanding the appeals process, judicial review, and implementing hearing decisions to benefit the child and family.

#### 5. Transition Age Youth:

- o **Aging Out of the System**: Focused training on the unique legal needs of youth transitioning out of the child welfare system, including housing, education, and employment rights.
- o **Legal Guardianship and Emancipation**: Guidance on legal guardianship options and the process of emancipation for older youth.
- o **Support Services**: Knowledge of available support services and resources, and how to advocate for comprehensive support plans that address the holistic needs of transition age youth.

### Program Methodology:

- **Interactive Workshops**: Combining lectures with interactive workshops where participants can engage in role-playing, group discussions, and case study analyses.
- Expert Instructors: Led by experienced child welfare attorneys, judges, and multidisciplinary experts who provide insights and mentorship.

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• Ongoing Support and Continuing Education: Access to resources, peer networks, and continuing education opportunities to stay updated on evolving laws and best practices in child welfare.

This Comprehensive Legal Training Program ensures that lawyers are not only well-prepared to handle the legal intricacies of child welfare cases but also equipped with the empathy and cultural competence necessary to serve the best interests of children and families with compassion and professionalism.

Section	Community Partnership Trainings
Training Title	Committee for Public Counsel Services Legal Training
Training Description	This Comprehensive Legal Training Program ensures that lawyers are not only well-prepared to handle the legal intricacies of child welfare cases but also equipped with the empathy and cultural competence necessary to serve the best interests of children and families with compassion and professionalism.

Admin Function	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		
	Rate setting		
	A proportionate share of related agency overhead		
	Costs related to data collection and reporting		
	Job performance and enhancement skills		
	General supervisory skills or general skills needed to perform specific jobs		
Venue	DCF CWI Training and Development Center		
Venue	DCF Area Office		
	Hotel Conference Center		
	Online Remote Training (Synchronous instructor led)		
	□ Online e-learning		
Duration	Part-time attendance		
	Long Term Training		
	Short Term Training		
Provider	DCF CWI Trainer		
	DCF Staff/Specialist Contracted Trainer		
	Community/University Partner		
Days	1/2 day		
Hours	11/2 day		
Audience	□DCF Staff		
	Foster/Adoptive Parent		
	Community Provider		
	□ Court Personnel		
Cost			
Allocation	Costs associated with trainee salaries and trainer expenses (as appropriate and allowable) are allocated to the Title IV-E foster care, adoption assistance or guardian assistance program based on the		
	identification of the percentage of the overall training time spent on topics allowable for 75% FFP, 50% FFP, and 0% FFP respectfully.		
TRAINING CRITERIA for Federal Financial Participation			
TACIDATE OF LOCAL PHARMA A ACCIDENT			

Does the Trainee Carry a Caseload?	⊠Yes □No		
If Yes is the Caseload Partial/Full?	□Partial □Full		
Title IV-E Reimbursement Rates	% Claimable	Topics/learning objectives of training activity*	% of time on topic
FFP Enhanced: 75%	100	Title IV-E policies and procedures Permanency planning Effects of separation N/A	30 60 10
FFP Standard: 50%		N/A N/A N/A N/A	
FFP Unclaimable		N/A N/A N/A N/A	