PROBLEM STATEMENT AND PROJECT SCOPE

An effective child welfare supervisor is competent in Clinical Supervision, Staff Coordination, Case Management, and Collaboration with Branch, State, and Community partners. The onboarding, initial training, and support provided to supervisors during their 12 months of trial service is not resulting in managers that are able to competently and confidently conduct these activities.

The purpose of this project is to assure an effective and competent Child Welfare supervisory workforce. Though the initial scope of this project will focus on the initial training for supervisor, a multifaceted approach is required to truly meet the needs of the field. Scope includes:

1. Research the effectiveness of other national Child Welfare supervisory curriculums that are currently being used, and to explore best practices associated with training supervisors and determining supervisor competencies.
2. Identify desired competencies, skills and knowledge needed of Child Welfare supervisors in Oregon.
3. Review and assess current curriculum related to child welfare supervision.
4. Determine and make recommendations about desired training needs.
5. Develop a system to review trainings at regular intervals and adjust trainings when needed.

WORK ACCOMPLISHED BY CWP PROFESSIONALS AND PROJECT MANAGERS

1. Prepared draft list of desired core competencies. (July 2018)
2. Prepared draft list of possible survey questions regarding training. (July 2018)
3. Solicited assistance from Casey Foundation to gather information on best practices and national models for curriculum. Research is continuing. (July 2018)

WORK TRANSITIONING TO CWP PROFESSIONALS TO CONCLUDE THE PROJECT

<table>
<thead>
<tr>
<th>TASK</th>
<th>Next Steps</th>
<th>Owner</th>
<th>Deadline/Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Finalize list of desired core competencies.</td>
<td>Work with workgroup to finalize list of desired core competencies for inclusion in the revised curriculum</td>
<td>Kim Lorz, Field Services, Project Workgroup</td>
</tr>
<tr>
<td>2.</td>
<td>Develop a comprehensive communication plan.</td>
<td></td>
<td>Kim Lorz, Field Services</td>
</tr>
<tr>
<td>3.</td>
<td>Identify a supervision model which aligns with the DAS leadership model, State of Oregon HR, and our identified skills and competencies.</td>
<td></td>
<td>Kim Lorz, Field Services, Project Workgroup</td>
</tr>
<tr>
<td>4.</td>
<td>Develop a list of required trainings which includes minimum trainings required to fulfill duties and develop a training sequence plan.</td>
<td></td>
<td>Kim Lorz, Field Services, Project Workgroup</td>
</tr>
<tr>
<td>5.</td>
<td>Identify the components of desired training curriculum, desired training delivery design, and begin RFP process.</td>
<td></td>
<td>Kim Lorz, Field Services</td>
</tr>
</tbody>
</table>
6. Ensure proficiency assessment and clinical supervision (in progress) is included in training program.
   Work with Safety program to implement proficiency assessment
   Kim Lorz, Project Manager
   June 2019

7. Review and approve training curriculum.
   Kim Lorz, Field Services, Project Workgroup
   February 2020

7. Fully Implement new training curriculum
   Kim Lorz, Project Manager, and CW Training Manager
   May 2020

CURRENT PROJECT HEALTH AND PROJECT MANAGEMENT STATUS

In the Summer of 2018, it was determined that projects would transition from the DHS Director’s Office to Child Welfare Program. The new executive sponsor will be Marilyn Jones, Child Welfare Director. At the time of transition from the Director’s Office, there was consensus on the health this project. Project health will be displayed below with both Executive Projects (EP) and Child Welfare (CW) reported project health below.

<table>
<thead>
<tr>
<th>Project Health (EP Team)</th>
<th>Project Health (Child Welfare)</th>
<th>Project Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Closed</td>
<td>☑ Closed</td>
<td>☑ Initiation</td>
</tr>
<tr>
<td>☑ On Schedule</td>
<td>☑ On Schedule</td>
<td>☑ Planning</td>
</tr>
<tr>
<td>☑ Proceed w/Caution</td>
<td>☑ Proceed w/Caution</td>
<td>☑ Executing/Monitoring</td>
</tr>
<tr>
<td>☑ At Risk</td>
<td>☑ At Risk</td>
<td>☑ Closing</td>
</tr>
</tbody>
</table>

RISK AND MITIGATION STRATEGY

<table>
<thead>
<tr>
<th>RISK</th>
<th>DESCRIPTION</th>
<th>MITIGATION STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>Child Welfare Training Unit may bring the Supervisor Training in house requiring additional capacity to deliver trainings. Lack of adequate resources available to support in-house training puts the project at risk.</td>
<td>Ongoing coordination between Child Welfare Training Unit, Program and Budget will be required to ensure capacity is built into the Training Unit to support training delivery.</td>
</tr>
<tr>
<td>Project health</td>
<td>Work that has been started is at risk of not being completed due to staffing bandwidth and other competing priorities.</td>
<td>Ongoing coordination and support of project by project sponsor/leads will be required to ensure completion.</td>
</tr>
</tbody>
</table>

RECOMMENDATIONS

To ensure that the Child Safety project portfolio is accomplished on-time and is sustainable by program staff, the DHS Director’s Office recommends the following:

- Ensure clear sponsorship, decision-making structure, and clear roles and responsibilities at all levels of the project.
- Employ transparent and consistent communication about project progress to stakeholders, including posting key project management documents to public websites.
In this project specifically, the DHS Director’s Office recommends:

- Continued collaboration between the Child Welfare Training Unit and Child Welfare Program to ensure budget supports the development and implementation of a new supervisor curriculum.

**DOCUMENTS INCLUDED IN TRANSITION**

The following documents are attached to this transition document:

- Project Charter
- Draft list of core competencies
- Draft list of survey questions
- Best practice and national curriculum report from Casey Foundation
- Workgroup Participant List
- Project Status Reports