COMPREHENSIVE COMPETENCY-BASED INSERVICE TRAINING SYSTEM

WELCOME!!!
A PERFECT TRAINING SYSTEM

What would it look like?

What would it do?
<table>
<thead>
<tr>
<th>DEFINING CHARACTERISTICS</th>
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<tbody>
<tr>
<td>Operative Word: System</td>
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<tr>
<td>Mission: Organizational Change</td>
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<tr>
<td>Management Intervention</td>
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<tr>
<td>Comprehensive</td>
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<tr>
<td>Organization’s Responsibility</td>
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<tr>
<td>Balances Competing Forces</td>
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<tr>
<td>- Standardization/Centralization</td>
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<tr>
<td>- Individualization/Regional and Local</td>
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“Right people to the right training at the right time”
PRINCIPLES

- Adult Learning
- Organizational Development
- Social Work Values
<table>
<thead>
<tr>
<th>Organizational Flow Chart</th>
<th>Competence and Competencies</th>
<th>Performance and Behavioral Indicators</th>
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</thead>
</table>

Role of Training in the Organization
THE ROLE OF TRAINING IN THE ORGANIZATION

MISSION/PURPOSE
“WHY”

GOALS/OBJECTIVES
“WHAT”
Defines Desired Organizational Outcomes And Outcome Measures

DEFINE WORK ACTIVITIES
“How”

<table>
<thead>
<tr>
<th>Service Activities</th>
<th>Management Activities</th>
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<tr>
<td>JOB P.D.</td>
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STAFFING/HIRING
WHO?

Assure Staff Ability
- Define Competencies Knowledge / Skills To Do Job
- Individual Training Needs Assessment
- Training Programs to Meet High Priority Needs
- Staff Attend Training To Meet Individual Training Needs

Assure Staff Performance
- Define Performance Expectations And Behavioral Indicators for Each Job
- Employee Performance Evaluation Determines WHY performance does not meet expectations
  - Organizational Barriers
  - Motivational /Personal Barriers
  - Knowledge & Skill Barriers (Training Needs)

ASSURE ORGANIZATIONAL PERFORMANCE
- Evaluated Achievement of Outcome Measures
- Develop Improvement Plan for Organization

The Institute for Human Services, 2000.
Organizations need both to be effective.

- Competencies: Statements of prerequisite knowledge and skills to do a job.
- Behavioral Indicators: Statements that describe performance of job activities.
Steps in the Development of a Competency-Based Training System

- Define Target
- Job Task Analysis
- Formulate Competencies
- Use Universe of Competencies to Drive System
- Individual Training Needs Assessment
- Identify, Adapt, Develop Curricula
- Recruit, Approve, Train Trainers
- Develop Training Plan
- Train!
- Post-Training Coaching, Skill Building
- Evaluate Effectiveness of Training
Steps in the Development of A Competency-Based Training System

Who are our Targets?

- Caseworkers/Direct Services Staff
- Foster Caregivers
- Support Staff
- Prospective/Current Adoptive Parents
- Executives
- Supervisors/Managers
Steps in the Development of A Competency-Based Training System

A comment about “evidence-based child welfare practice...
ORGANIZATION OF COMPETENCIES

Core, Specialized, Related Skills

Topics

Skill Sets

Levels of Learning

- Awareness
- Knowledge/Understanding
- Application to the Job
- Skill Mastery

Steps in the Development of A Competency-Based Training System
Steps in the Development of A Competency-Based Training System

Why is having a standardized set of competencies important to your work?

How would you use them?
Competencies are the criteria for measuring and prioritizing training needs

- Level of importance to the job
- Current level of mastery
- High importance and low mastery = High Priority Training Need

Steps in the Development of A Competency-Based Training System
Steps in the Development of A Competency-Based Training System
Steps in the Development of A Competency-Based Training System

1. Identify Competencies Prior to developing curriculum
2. Methods Vary by Level of Learning
3. Variations in Scope and Depth
4. Content, Sequence, Training Methods
5. A Plan for Training

Curriculum Development
SYSTEMIC ISSUES

- Standardized Curricula vs. Trainer Developed Workshops
- Develop Trainers’ Capacity for Designing Workshops
- Setting Standards for training outlines/trainer guides
- Need Variety of Models for Non-Workshop Training
What are the essential components needed to develop skill mastery and transfer of learning?

Roles and responsibilities in transfer of learning?
STEERING COMMITTEE

- Team Management
- Represents All Constituencies
- Strategic Planning
- Operational Planning
- Negotiation and Problem Solving
- Consultation to Practice Field
- Advocacy
Team Management - Benefits & Liabilities

- What are the benefits of team management?
- What are the challenges and potential liabilities?
STRATEGIC AGENDAS

1. Engage administrators and constituents
2. Educate them about training
3. Generate investment in the program
4. Empowering through shared Responsibility and authority
5. Negotiation and consensus building
6. Influencing a political process
Institute for Human Services

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