

## **SUPERVISOR TRAINING PROJECT**

### **Delaware**

**Interview with Robert Challenger, Team Leader, Professional Development Center**

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#### **Supervisor Requirements**

Delaware does not have state mandated requirements for child welfare supervisors. Delaware's Department of Services for Children, Youth and their Families (DSCYF) is comprised of three divisions and each department makes hiring decisions independently:

- Division of Family Services: child protection, adoption, foster care, child care licensing
- Division of Youth Rehabilitative Services: juvenile justice
- Division of Prevention and Behavioral Health Services: child mental health, substance abuse, prevention and early intervention services.

#### **Pre-service Training**

Delaware has elected not to use supervisory training geared toward any one specific discipline, and requires that all DSCYF supervisors complete the same Supervisor Training Program. The Supervisor Training Program is competency-based and includes eight required courses and six optional courses, which are recommended for those moving from direct service to supervision. The courses are trained by the Office of Management and Budget Human Resource Management Training Unit:

#### **Required courses:**

- HR Basics (online)
- Diversity – Food for thought (1/2 day)
- Genuine Leadership: The Basic Principles of Leadership: Building Trust Under Pressure (1/2 day)
- Genuine Leadership: Providing Constructive Feedback (1/2 day)
- Genuine Leadership: Developing Others (1/2 day)
- Genuine Leadership: Correcting Performance Problems (1/2 day)
- Recognizing Positive Results (1/2 day)
- Performance Planning, Review and Professional Development Planning (1/2 day)

#### **Electives:**

- Put it in Writing (3 days)
- Workplace Communication / Active Listening (1 day)
- Conflict Resolution (1 day)
- Effective Presentation Skills (1 day)
- Principles of Quality (2 days)
- Supervisor as Trainer (1 day)
- Facilitation Skills (1 day)

- Managing Generational Differences (1 day)
- Personal Profile / Behavioral Styles (1 day)
- Knowledge Transfer (1 day)
- Human Side of Management (3 days)
- Supervisory Orientation (2 days)
- Using EAP as a Performance Improvement Resource (1 day)
- Coaching and Counseling (1 day)
- Emotional Intelligence (1 day)
- Knowing your State Government (online)

In addition to the Supervisor Training Program, supervisors and workers in the child protection field are required to complete a series of core training requirements related specifically to child protection. If a supervisor moves from another division into CPS, he/she must take these required core trainings. These courses (ten total) are trained over a four-five month period.

[Delaware's Supervisor Training Program Course Descriptions](#)  
[Supervisor Training Program Competencies](#)

### **Ongoing Training**

In 2013 Delaware added several training/mentoring/coaching programs for supervisors in the Division of Family Services (child protection, adoption, foster care, child care licensing). They are outlined below.

February 26-28, 2013 & September 9-11, 2013: DFS Supervisors self-selected to attend a deeper overview of Safety Organized Practice elements including using the Three Questions to organize their practice, how to elicit the voice of the child, using solution focused inquiry, writing harm and danger statements, safety mapping a case, developing safety goals, safety planning and identifying safety networks.

June 19, 2013: DFS supervisors attended a one day training entitled Facilitative Supervisor which focused on utilizing 6 key Facilitative Supervisor practices: thinks critically, structures supervision, coaches learning, manages relationships, adapts approaches and promotes accountability.

August 13-15, 2013: Supervisors self-selected to attend the Coaching Institute which focused on how to integrate the best skills, theories and abilities of coaching into a solid evidence-based coaching strategy. The Coaching Institute will provides intensive learning opportunities for coaching in the field of child welfare practice. It examines coaching skills, enhancing understanding of coaching, how organizations can support coaching, as well as common coaching dilemmas and challenges. Topics include:

- Tenets of coaching
- Child welfare coaching framework
- Foundational coaching theories and approaches
- Coaching Skills
- Coaching modalities (peer/group coaching)
- Coaching to support implementation of new programs
- Ethics and legal considerations in coaching

Also in 2013, all DFS supervisors attended a one day training on using an evidenced based, structured framework in case consultation and for information sharing.

All Supervisors were trained in Family Search and Engagement including the elements of FSE group consultations with the support of the Annie E. Casey Foundation. These consultations will be ongoing as a means to sustain and maintain fidelity to the practice.

With the support of the Annie E. Casey Foundation, selected supervisors and their staff who are designed facilitators attended a three day skill building training in the Considered Removal -Team Decision Making (TDM) process and those supervisors and Facilitators participated in the first TDM group consultation. These consultations will be ongoing as a means to sustain and maintain fidelity to the practice.

To support ongoing understanding, integration, fidelity and sustainability of new practices training modules will be delivered to all staff using peer trainers offering training onsite monthly. Supervisors who select to be peer trainers of the 12 Safety Organized Practice modules will received one day training focused on training adult learners followed by two days of content/process to deliver in information. The initial modules are scheduled to begin by December 2013.

### **Professional Development**

The Child Protection Accountability Commission (CPAC) offers a child welfare conference in Dover each year. The CPAC is an independent agency made up of professionals in the field that acts as an advocate for child welfare in Delaware. The conference hosts a number of different presenters and emphasizes cutting edge topics in child welfare. Supervisors can elect to attend this conference.

Delaware uses informal needs assessments to measure the training needs of supervisors. Additionally, professional development plans are used for supervisors and reviewed on an annual basis.

### **Supervisor Supports**

Supervisors are required to attend quarterly regional meetings and regular statewide meetings which are held for each of DSCYF's divisions. There are also Investigation and Treatment Workgroups which are compromised primarily of supervisors. Additionally, mentoring opportunities are available for supervisors who are interested.

Learning Circles are in the process of being introduced to all DFS supervisors as a means to engage in a group process of learning through discussion leading to problem solving, then applying the learning to making decisions that are actionable at the supervisory level that result in meaningful change.

### **Additional Information**

Delaware plans to examine its training program for supervisors within the upcoming year.