SUPERVISOR TRAINING PROJECT

New Jersey

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Supervisor Requirements

In order to become a supervisor in New Jersey one must have 2-3 years of experience as a caseworker. All caseworkers are required to have a college level degree in social work or other related field. There are approximately five caseworkers assigned to every supervisor, with three supervisors being overseen by a casework supervisor.

All caseload carrying workers and supervisors who supervise them are mandated under the state's settlement agreement to complete 40 hours of training per year. This training is completed through the Training Academy in the Office of Training and Professional Development.

Pre-service Training

New supervisors are required to start their supervisory pre-service training within three months of assuming the position. This training, Supervisory Practices in Child Welfare, consists of three modules:

- **Module 1: Self Management (2 days)**
  This module is focused on helping transition the participant from a worker to a supervisor.

  Day One Activities and Practices:
  Opening Activity
  Transition from Worker to Supervisor (PowerPoint)
  Demonstrate Self Awareness
  Know your Supervisory Roles (PowerPoint)
  Use Time Effectively (PowerPoint)
  Closing Activity

  Day Two Activities and Practices:
  Opening Activity
  Learn Continuously (PowerPoint)
  Commit to Agency Vision and Values (PowerPoint)
  Closing Activity

- **Module 2: People Management (6 days)**
  Now that participants have looked at themselves and defined who they are as a supervisor, this next module focuses on how to manage others.

  Day One Activities and Practices:
  Opening Activity
  Inspire Loyalty and Trust
  Engage and Motivate Others
  Communicate for Results
  Manage Across Differences
  Closing Activity

  Day Two Activities and Practices:
  Opening Activity
  Manage Across Differences - continued
  Deal Effectively with Conflict
  Closing Activity

  Day Three Activities and Practices:
  Opening Activity
  Build Capacity of Others
  Coach to Maximize Worker Performance
  Assess and Evaluate Performance
  Closing Activity

  Day Four Activities and Practices:
  Opening Activity
  Assess and Evaluate Performance - continued
  Manage Performance Problems
  Closing Activity

  Day Five Activities and Practices:
  Opening Activity
  EEO Awareness Training
  Children in Court (CIC)
  Closing Activity

  Day Six Activities and Practices:
  Opening Activity
  Create Office Partnerships and Teamwork
  Closing Activity

Day Seven Activities and Practices:
Participant Presentations

There are two assignments within this module. The first looks at any of the practices taught within modules 1 and 2 and requires participants to use those concepts to create an action plan. Participants look at one of their workers that may need assistance, then use as many concepts as they'd like to discuss how they're going to resolve or enhance that worker's performance. They present this in written form and verbally to the whole class. The second assignment focuses on the coaching component taught in day 3 of the second module. Participants are asked to choose a staff member to provide coaching to while utilizing the components in the plan. There is a written requirement that has to be turned in regarding this activity.

- **Module 3: Case Management (6 days)**
  The final module includes the following activities and practices:

  Day One Opening Activity
  Promote Case Movement
  Monitor Case Progress
  Balance Case Assignments
  Conduct Effective Case Consultation Case Conferences
  Teach Critical Thinking and Decision Making
  Build Cultural Competency in Case Practice
  Intervene Strategically in Case Practice
  Help People Change
  Conduct Unit Meetings

  Participants also have to come up with a practicum presentation specific to case management utilizing the concepts covered.

This competency based training is provided in a classroom setting. New Jersey has tried web-based training in the past but has found the most success with in-person training. Evaluations are provided at the end of each training, and participants frequently rate the in person training they receive exceptionally well. This training is taught by four trainers within the Office of Training and Professional Development that have supervisory experience. New Jersey attempts to offer this training every three months depending on the class size and need. They have a large, state of the art, training facility located in the central part of the state though they have also provided this training in other locations as needed.

Staff from other departments in New Jersey have also participated in the first two modules of this training. These modules provide a great foundational piece of supervision that can be applied across multiple disciplines. The Office of Training and Professional Development is currently updating the second module in order to accommodate a greater number of supervisors agency wide (not just specific to child welfare).

Casework supervisors are actively involved, as they sign off on all of the supervisor's action plans, coaching plans and practicums.

Ongoing Training

New Jersey's Child Welfare Training Academy and University Partnership (Rutgers University, Montclair State University and Richard Stockton College of New Jersey) have a training catalog with over 125 courses that are actively taught. There are over 3,500 days of training offered in a given year. These courses can be used to meet the required 40 hours of annual training supervisors must obtain. There is a special track offered with supervisory level courses, though supervisors are able to participate in any training of interest. Many courses have a related supervisory series that is regularly offered. For example, they are offering a course on child sexual abuse and there is a second course specific to supervisory issues in child sexual abuse cases. New Jersey makes a concentrated effort to challenge both new and senior supervisors by continually offering new courses. Examples of supervisor specific courses include: Difficult Conversations: A Survival Guide for Supervisors, First Responders for Supervisors, Handing Vicarious Traumatization: Supervisors Building Resiliency, and Supervisory Training: Helping Child Welfare Professionals Build Resiliency. Some of the training offered may be mandatory for supervisors depending on the decisions made by leadership. For example, human trafficking training is going to be mandatory for all staff to complete in preparation for the 2014 NFL Super Bowl.

View the Winter/Spring 2014 Course Catalog for more information on the training opportunities offered.

All of these trainings are taught within the central training facility, though there is flexibility for them to be taught wherever needed. Trainers within the Office of Training and Professional Development and the University Partnership conduct the training with approximately 120 trainers dedicated to delivering classes. Supervisory level courses are taught by those with a master's degree in either social work or education that possess specific supervisory skills and knowledge. There is a Train the Trainer program for trainers that will be teaching supervisory level courses. The Master Trainer provides training to these staff members on the subject matter that they will be facilitating prior to them teaching on their own. These trainers are also paired up with a mentor when they provide their first in person training. These mentors serve as supports for the trainers and ensure that the training the supervisors are receiving is top notch.

Training is designed based on input and suggestions from the Quality Review unit, local offices, area directors, and staff. A group comprised of training staff, including the Office of Training and Professional Development Director and the University Partnership, work together to focus on what the needs of staff are and devise course offerings and curriculum based on that. They have a customer service oriented process that often includes conducting focus groups and obtaining feedback.

The vast majority of these trainings are offered in a classroom based setting. The state had previously tested web-based training, but due to system limitations these did not get rave reviews. Participants have regularly indicated that they prefer the in-person training and enjoy the experience of coming to the training site and working with the dynamic trainers.

An additional ongoing training opportunity that supervisors can participate in is the DCF Data Fellows Program provided in partnership with Casey Family Programs and Public Catalyst. This Data Fellows Program offers the opportunity for staff to attend an extended seminar series focused on utilizing data to improve case practice and outcomes.

Professional Development

New Jersey offers various professional development opportunities for child welfare supervisors.

Master Supervisor Program

New Jersey's Office of Training and Professional Development offers a newly created Master Supervisor Program. This certificate program is designed to provide supervisors with the opportunity to grow and develop their skills. There are 10 courses that must be taken within two years of starting the program (and passed with a grade of 80% or higher) to obtain certification.

These courses include:

- Domestic Violence and Child Maltreatment: Helping Workers Develop Skills to Help Families
- Supervisory Issues in Sex Abuse Cases
- First Responders for Supervisors
- Coaching the Challenged Employee
- Building Resiliency in Casework staff/Counter Transference
- Social Work-DCF-Case Practice Model Values *
- Supervisors and Data – understanding and using data to manage *
- Safe Measures for Supervisors*
- Supervising Case Workers on Reunification-The Importance of Resource Parents
- Supervisors and the transfer of Learning Process

  **In development*

Supervisors are nominated by their local office manager for participation in this program. Upon acceptance, the Office of Training and Professional Development will look at each participants training record for the last two years and apply any of the above courses that were already taken to their certificate. Participation in this training also counts toward the mandated 40 hour annual requirement. Once this program is well established the state would like to select a few supervisors to assist in co-training the pre-service Supervisory Practices in Child Welfare Training. These supervisors would act as expert speakers and share the benefit of their knowledge and experiences with the new supervisors.

MSW Program

New Jersey has an MSW program that is open to supervisors and casework supervisors. Utilizing three New Jersey based Universities that offer clinical MSW programs (Rutgers University, Richard Stockton College of New Jersey, and Monmouth University) approximately 80 child welfare staff members can be participating in the program at a given time. Participants are approved for time off to attend classes, and can complete the program in 1-4 years. These participants will learn clinical-based skills with a focus on

supervision. The full cost of tuition in this program is paid for by DCF. Staff has to apply and be approved by the local office and then further screened and ranked by central office staff. After approval at the central level they must apply and be accepted by the schools they apply to.

Training Supervisors

Supervisors have the opportunity within child welfare to be designated as training supervisors (one training supervisor is established in each office). These supervisors are responsible for managing and developing new caseworkers. All new workers will first go to the training supervisor's team. Once on that team, the training unit supervisor will help reinforce their learning and hone their skills before they are transferred to other units.

Professional Development for Trainers

Trainers in New Jersey are performance reviewed every 6 months. There is also an annual professional development event where the Office of Training and Professional Development and University Partnership trainers come together to talk about a specific training. They are planning on having the next focus be on creating a trauma-informed expert trainer. Monthly there are also professional development days which are generally focused on training the trainers. In-class evaluation are performed by the training unit supervisor four times a year. Two are planned and two are unannounced.

Supervisor Performance Reviews

Local office units engage in performance reviews every 6 months (in February and August). The course calendar is scheduled around these events so that, theoretically, supervisors are able to sit down with their workers to discuss their training needs for the next 6 months. They're then able to go online immediately and sign up for whatever courses they discussed.

Supervisor Support

The Training Supervisors (mentioned above) meet with one another on a quarterly basis. Supervisors are likely meeting on a regular basis in area level offices, though there are no regular statewide meetings.

When the Master Supervisor Program is more established, each local will employ a Master Supervisor. One of their functions will be to serve as a mentor to new supervisors coming into that office. Supervisors may receive informal mentoring now, though the Master Supervisor Program would make the process more structured.

Numerous courses available to supervisors in the Winter/Spring 2014 Course Catalog are geared toward mentoring and coaching. Supervisors can choose to participate in as many as they'd like.

Additional Information

Each office has a Resource Family Unit which includes a resource trainer, finder and facilitator. They are supervisors by a resource family supervisor. These supervisors have different responsibilities and meet on a quarterly basis. New Jersey provides training specific to the needs of these supervisors (i.e. GeoMapping). The Office of Training and Professional Development brings in resource family expert speakers and offers various other specialized training opportunities. Each office also has an Adoption Unit, with the supervisors in those units meeting on a regular basis with one another and receiving

adoption specific training. Permanency supervisors and intake supervisors also meet regularly and receive specialized training.