



A Linkages Training Plan: San Luis Obispo County's Approach



Staff Development: Actively Involved in Linkages

- Staff Development Manager: Part of the Linkages Core Mgmt. Team
- Linkages Coordinator was initially part of Staff Development team, but has evolved to become the regionally-based "Internal Implementation & Crossover Coordinator"
- Integrate Linkages into Annual Training plan
- Integrate Linkages philosophy into existing training
- Open trainings to all staff (no more training "silos")
- Build from existing desk guides and other training materials
- Routinely evaluate for training needs



Helpful Ways to Get Linkages Training on Track!

- Utilize experts from CWS and CalWORKs
- Utilize the CalWORKs and CWS Primers
- Build from existing committees and internal partnerships
- Co-locate staff! They'll learn much more that way
- Develop a slogan: "Think Link!"
- Create an atmosphere of collaboration: Encourage team decision making and joint responses
- Meld the cultures: Use common language, define acronyms, etc
- Use PDSA's (Plan/Do/Study/Act) to generate movement
- "Managing Complex Change" tool
- Use decision trees and flow charts for the "visual" folks
- Utilize the materials from the Research Center for Family Focused Practice (RCFFP) as a resource to develop training
- Develop and use a Linkages brochure for internal/external use
- Use symbols: Train metaphor



Some Examples of Linkages-Specific Training

- Linkages Overview presented in all regions to all staff
- Kick-Off: Linkages philosophy, outcomes, planning, anti-poverty/pro-child and family safety/well-being roles. What is the One Door Model?
- Prototype Orientation: Introduction and training on Linkages desk guide, brochure, common assessment, the Coordinated Case Plan, the Coordinated Family Plan, Linkages flowchart, and decision trees
- Crossover computer systems training
- Included in DSS New Employee Orientation and division new hire trainings
- "Values/Beliefs/Attitudes" interactive workshop
- AB 429 – CalWORKs/Family Reunification
- Differential Response (Path 1 & 2) and CalWORKs worker's role
- Linkages Overview presented to community partners

Linkages – Common Training Themes

- Always frame Linkages in the context of the Department’s Vision, Mission, Values and Guiding Principles
 - We’re all on the same train, same path (Vision)
 - Different cultures with a common purpose (Mission)
 - Linkages is fundamental in the way we do business (Values)
 - Linkages supports Welfare Reform and SB 933-Best Practices (Principles)
- If needed, develop a CalWORKs/Child Welfare Communication policy
- Linkages philosophy: More than coordinating case work
- Prevention before Intervention!

Linkages – Where Does it Fit in the Bigger Training Picture?

- System Improvement Plan
- Redesign: Differential Response, Assessment, Permanency
- Family-to-Family: TDM’s, Building Community Partnerships, Foster Parent Recruitment & Retention
- SAFE/Family Resource Centers
- Family team meetings
- Multi-disciplinary team meetings
- Community partners
- CalWIN
- Linkages means achieving both CalWORKs and CWS outcomes

Linkages Training Plan “Musts”

- Strong focus on team decision making and family engagement
- Focus training in the Prototype area, but keep an eye on opportunities for department-wide training
- Train supervisors before line staff
- Linkages philosophy in the Dept.-Wide Orientation for all staff
- Linkages in all CalWORKs and Child Welfare induction trainings
- Linkages philosophy incorporated throughout the Training Plan
- Don’t make assumptions when it comes to training needs
 - Formal training is not always the answer
 - People have different learning styles

Getting Linkages Training Needs Input

- Survey staff on perceived challenges/barriers
- Input from Linkages Relationship Building sub-committee
- Survey families
- Input from other Redesign sub-committees
- Use Linkages Work Plan to help guide training needs

MANAGING COMPLEX CHANGE

San Luis Obispo County

| Components of Change | | | | | | Potential Attitudes |
|----------------------|--------|------------|-----------|-------------|---|---------------------|
| | Skills | Incentives | Resources | Action Plan | = | Confusion |
| Vision | | Incentives | Resources | Action Plan | = | Anxiety |
| Vision | Skills | | Resources | Action Plan | = | Gradual Change |
| Vision | Skills | Incentives | | Action Plan | = | Frustration |
| Vision | Skills | Incentives | Resources | | = | False Starts |
| Vision | Skills | Incentives | Resources | Action Plan | = | CHANGE |

An Action Plan
Includes:
Goals, Objectives and Activities