

Workforce Development

(Revised 02/21/25)

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Related Policies

Additional Information can be found in the following policies:

- Workforce Training and Development Units
- ER – Protection Timelines
- Tuition Reimbursement

Background

Workforce development refers to the practice of providing training, workshops, coaching, mentoring, and/or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, Tribal, Federal and licensing organization guidelines. Workforce development activities provide all staff with the tools they need to develop professionally, increase their knowledge, effectively work with families, and build their capacity to perform the tasks associated with their positions within Child and Family Well-Being.

Social Worker Initial Training (SWIT)

Social Worker Initial Training (SWIT) is training provided to new Social Workers (SWs) prior to full time assignment in a program/office. Some of the [California Common Core](#) will be part of SWIT. SWs enter SWIT as a new hire or a promotion into the following eligible classifications:

- Social Worker I (required to attend some SWIT classes)
- Social Worker II
- Social Worker III
- Protective Services Worker
- Social Work Supervisor

SWIT includes training specific to the County of San Diego's Child and Family Well-Being (CFWB) department and California Common Core classes.

Completing SWIT is the first step in a new SW's training.

California Common Core for Child Welfare Workers

California Common Core (Core) is a standardized training program for child welfare workers throughout the State of California. The curriculum is sanctioned by the California Department of Social Services (CDSS) and is required for all new child welfare SWs throughout the state. Content was developed around the following key practice areas or blocks:

- Foundational
- Engagement
- Assessment
- Case Planning and Service Delivery
- Monitoring and Adapting
- Transitions

Core training takes place in three modalities:

Modality	Description	Number of Trainings
1. Online learning (eLearning)	Provides participants with a broad foundation of each subject area prior to classroom engagement.	10
2. Classroom Skill Building	Builds on foundation materials with discussions and activities that provide greater depth and scope to the subject area.	18
3. Field Activities	Application of knowledge from eLearning and Classroom Skill Building trainings and transfers knowledge and training into social work practice with families working with CFWB. These streamline learning and focus on key knowledge, skills, and values. The Safety Enhanced Together (SET) Practice Coaches assigned to each region/program will guide SWs through the Field Activities.	5 required through CDSS, 1 developed locally

The training for each topic will be completed in the above order. A SW will not be allowed to attend classroom training if the eLearning for that topic has not been completed. Field activities should follow the initial classroom training.

Training Requirements for Newly Hired SWs

The following is what is required for the first year of being a new SW:

- Completion of eLearning and classroom courses
- Completion of all Field Activities

There are additional trainings for staff while in [Workforce Training and Development \(WTD\) Units](#).

Training Requirements for Newly Hired SWs (cont.)

Supervisors, Senior PSWs (SPSWs), and coaches will take an active and supportive role in the training and development of new SWs. It is the SW's responsibility to make up any classes that they were not able to complete during SWIT prior to the end of their first year of hire. The SWIT supervisor will communicate about training needs to the receiving supervisor. The assigned supervisor will monitor and document status of training compliance the Performance Appraisal Report.

Leadership's Responsibilities

All CFWB staff will participate in ongoing training of varying intensity throughout their CFWB career. It is the responsibility of each leader to:

- Address training in regular supervision.
- Discuss and debrief trainings staff attended.
- Guide staff in applying new learning to their daily practice.
- Make time available for staff to complete training.
- Limit workloads as appropriate during intensive training periods.
 - [See ER- Protection Timelines](#)
- Review training and development annually and set training goals with each employee.

Training is a tool to build and enhance employee performance. The leader is required to do the following for their staff:

- Record all training completed by the employee in the Employee Performance Report
 - Identify training needs in the Employee Performance Report
 - Suggest specific trainings to support development or skill building.
 - When there is a specific training need, the supervisor and the staff member will discuss and jointly plan a way to meet that need. Failure to complete required training may be a cause to take corrective action.
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Training for Supervisors

The Common Core for Supervisors (Supervisor Core) is standardized training for supervisors across the state of California. Supervisor Core curriculum series is delivered through CFWB training partner, [Child Welfare Development Services \(CWDS\)](#) affiliated with San Diego State University (SDSU). Supervisor Core consists of the following seven topic areas and is covered over ten days:

- Leading in Child Welfare: The Role of the Supervisor
- Creating an Organizational Learning Environment
- Leading in Child Welfare: Data-Informed Supervision
- Supervising for Accountability
- Case Consultation and Critical Thinking
- Supporting Individual and Teaming Development
- Ongoing Development as a Leader

New supervisors are required to complete Supervisor Core within the first year of promotion. It is the supervisor's responsibility to make up any classes that they were not able to complete prior to the end of their first year of promotion. The assigned manager will monitor and document status of training compliance the Performance Appraisal Report.

Supervisors are also required to complete the following Simulations within the first year of hire or promotion to support assessing for safety and risk and provision of quality supervision for staff:

Training for Supervisors (cont.)

- Quality Supervision for Child Welfare Leaders: Advanced Simulation
- Supervising for Safety Advanced Simulation

Staff interested in promotion to supervisor may participate in Supervisor Core classes if approved by their manager and if space permits.

Training for Managers

The Manager Core curriculum series is delivered through CFWB training partner, [CWDS](#). New managers are required to complete all six trainings within the first year of hire or promotion.

Manager Core consists of the following six topic areas:

- Foundations for Managers in Child Welfare
- Effective Relationships as a Manager
- Strategies for Effective Organizational Communication
- Growing and Sustaining Effective Internal and External Teams
- Essentials for Resource Management
- Strategic Thinking and Planning Tools for the Manager

Managers are also required to complete the following Simulations within the first year of hire or promotion to support assessing for safety and risk and provision of quality supervision for staff if not already completed as a supervisor:

- Quality Supervision for Child Welfare Leaders: Advanced Simulation
- Supervising for Safety Advanced Simulation

Staff interested in promoting to manager may participate in Manager Core classes if approved by their Deputy Director and if space permits.

Ongoing Training

Per CDSS requirements, SWII through PSS are required to attend a minimum of 20 hours of training per fiscal year, July 1-June 30. Six of the 20 hours of continuing training will be in the Integrated Core Practice Model (ICPM) category selected by the state every fiscal year. Managers are required to attend a minimum of 10 hours of training per year, and do not need to fulfil the ICPM requirement.

Staff will monitor their Learning Management System (LMS) training transcript to ensure they complete all assigned trainings including Simulations by the due date.

Ongoing training opportunities are available through the [HHSA The Knowledge Center](#), [CWDS](#), CFWB, and outside (community) trainings, including conferences and seminars.

Approval for outside trainings must be obtained from staff's immediate supervisor.

In order to assist CFWB staff (and all County staff) in their professional development, employees satisfactorily completing work-related courses at accredited colleges and universities may apply for [Tuition Reimbursement](#) as outlined in the linked policy. This program is also offered to assist employees attending conferences, training classes, workshops, and/or seminars which are sponsored by educational providers. All applications for tuition assistance must be made at least 15 days prior to the beginning of the training.

**Ongoing Training
(cont.)**

NOTE: Staff are responsible for submitting all training verification for entry into individual training transcripts in the [LMS](#) for any outside trainings. Verifications may be provided to a regional or centralized LMS administrator for entry into LMS.

Coaching

Coaching is available to all levels of staff to increase their knowledge, skills, and abilities. Coaching can take place on an individual, unit, group, program, or regional level. It can occur in the office, field, or outside location.

Coaches aid in the development of knowledge and skills of SWs. Although staff sometimes bring cases to coaching sessions, coaches do not make case decisions and coaching never takes the place of supervision. All case work decisions are made by SWs in conjunction with their supervisors and managers as appropriate.

The content of coaching sessions is confidential with the exception of areas of potential liability for CFWB, such as unprofessional relationships, dangerous practices, danger to self or others, etc. Should any of these concerns arise, coaches will inform the SW's supervisor, as well as the coaching unit supervisor. Otherwise, coaching session content will only be shared with others, including a supervisor, if the SW requests it.

NOTE: When the coach is acting as a [Core Field Advisor](#), there is no confidentiality due to the reporting and feedback requirements.

Only SET Practice coaches may accompany a SW into the field. If a coach accompanies a SW into the field with CFWB families, the SW will document in the CWS/CMS contact that a coach was present. All documentation of what occurred between the SW, coach, and client during the field based coaching session is the responsibility of the SW. Regular coaching sessions will not be documented anywhere in CWS/CMS when there are no clients involved.

Coaching will not be used as a punitive or disciplinary measure. While leadership may encourage staff to seek coaching, the scope, goals, and content of the session remains learner led and confidential.

Coaching sessions will be entered into [LMS transcripts](#) and will count towards the annual hourly training requirements.

All types of coaching are available to all levels of staff. Types of coaching available:

Coaching	Services Provided	Contact
SET Practice coaching	Support development of new skills and/or deepen existing skills; improve the transfer of learning related to training already attended. Supporting knowledge and skill development related to Safety Organized Practice, use of	Coaching Inbox SET Practice Supervisors SET Practice coaches

Coaching (cont.)

Coaching	Services Provided	Contact
<p>SET Practice coaching (cont.)</p>	<p>Structured Decision Making, shared decision making with families and other best practices at all levels of the organization. Can go into the field and/or attend CFTMs Partner with staff in the field for coaching practice and support directly with families Building leadership capacity via business processes, supervision and management of staff, implementation planning, use of data, continuous quality improvement strategies, strengths-based leadership skills, interview prep, etc. Allows supervisors and above to work with a coach on specific child welfare skills as well as broad leadership skills</p>	
<p>CWDS coaching</p>	<p>Support development of new skills and/or deepen existing skills; improve the transfer of learning related to training already attended. Supporting knowledge and skill development related to Safety Organized Practice, use of Structured Decision Making, shared decision making with families and other best practices at all levels of the organization. Building leadership capacity via business processes, supervision and management of staff, implementation planning, use of data, continuous quality improvement strategies, strengths-based leadership skills, interview prep, etc. Allows supervisors and above to work with a coach on specific child welfare skills as well as broad leadership skills</p>	<p>Priscilla Leyva or Nichole Diggs PSPM or above, contact Peter Dahlin or Kendrick Dial</p>

Coaching (cont.)

Coaching	Services Provided	Contact
Strengths coaching	Deepen staff knowledge of their top five strengths Interview preparation -Career planning -Self & other care planning -Teamwork	Signe Whaling

Field Advisors

Workforce Training and Development (WTD) staff, SET Practice coaches, SET Practice coach supervisor, and at least one person in each CFWB office fill the role of Field Advisors under the Core training model. As Field Advisors, they are responsible for supporting the delivery of Field Activities with new SWs including tracking SW's completion of the Field Activities.

Field Advisors provide balanced feedback to the SW and their supervisor about Field Activity completion and the SW's progress on each activity.

SWs are responsible for the completion of all five state-mandated Field Activities and one San Diego specific Field Activity. Supervisors and coaches will support new staff in ensuring timely completion of required Field Activities.

Unlike other SET Practice Coach activities, when the coach is acting in the role of Field Advisor, they are required to provide the regional supervisor with feedback on the new SW's skill development after completion of each field activity. This feedback is provided based on what worked well, suggested upgrades, and what are the next steps. Due to this feedback process, there is no confidentiality during completion of field activities as there is in a coaching session.

If a worry is identified on the feedback given to the supervisor, it is the supervisor's responsibility to follow up with the worker.

NOTE: Field Activities are part of a SW's training and are meant to be used as a learning experience, not to formally evaluate a SW's performance.

Learning Management System (LMS)

The County of San Diego uses LMS, a web-based program that supports the training and development of employees. Required CFWB or HHSA training opportunities, including simulations, eLearning, or classroom trainings, may be assigned to employees through LMS. Employees may also search available training classes and register for in-person and online classes through LMS.

When registering for a class in LMS, occasionally classes are at capacity and staff are added to a waitlist. If placed on a waitlist and an opening is made available, staff will receive an email notification allowing them to attend. Staff who do not receive this notification or did not register formally for a class may not be able to attend if the class is already at capacity.

Learning Management System (LMS) (cont.)

If staff register for a class through LMS and then are unable to attend, they must cancel their registration in LMS. This will allow for the spot to be filled by a staff on the waitlist, or the class to be cancelled and rescheduled for a time when more staff can attend.

Each employee has a training transcript within the LMS. Staff's LMS transcript is the official record of training completed by employees. Trainings that were assigned or selected and completed through the LMS will appear on the LMS transcript. Other training can be entered on the LMS transcript by designated CFWB staff who have LMS administrator access. Staff should ensure a sign in sheet is collected and provided to the regional or centralized LMS administrator for entry.

California Child Welfare Training (CACWT)

The California Child Welfare Training (CACWT) site streamlines training that is coordinated by the state and by CWDS. Most training offered by CWDS will be delivered using this site. This includes Common Core 3.5, Supervisor Core, Manager Core, and advanced trainings. CACWT also has on-demand eLearning trainings staff can access at any time. CACWT trainings will be added to staff's LMS record.

The Knowledge Center

The Knowledge Center (TKC) provides ongoing training for HHS employees, including CFWB staff. TKC offers a diverse array of training programs, in a variety of platforms, to meet the operational needs of HHS and the needs of staff. Some of the training categories include: Professional and Leadership Development Programs, Continuing Education Courses, Health & Safety, Wellness, Lean Six Sigma, and many more. Staff may sign up for training offered by TKC through LMS, and they will appear on their LMS transcript. Trainings taken through TKC will count toward hourly training requirements.

Child Welfare Development Services (CWDS)

CWDS is a program of the Academy for Professional Excellence at San Diego State University School of Social Work. In addition to delivering Core training, CWDS offers ongoing learning opportunities including advanced training and special training opportunities. CWDS is a training partner with CFWB and delivers required and voluntary trainings to CFWB staff. When a CWDS training is offered through the partnership with CFWB, completion will appear on the SW's LMS transcript.

Training for Rehired Staff (San Diego or Other California County)

SWs who have previously worked for CFWB or in a different county within California county may come to the position with significant knowledge and experience. To ensure all SWs have met current training requirements, prior training will be evaluated by the CFWB Training Unit and an appropriate training plan will be developed. This may require the completion SWIT again, depending on the training needs of that employee.

Alignment with SET

CFWB supports staff at all levels and encourages them to learn and grow in an environment where principles of a learning organization are practiced and valued, and where resources are provided to support professional growth. This is demonstrated in SET [Value 6](#) which includes the guiding principle of ongoing learning and professional development that includes respectful mentoring and coaching relationships. It also includes the agency practice of understanding that learning and development happen throughout your career.
