

Workforce and Training Development Units

(Revised 01/24/25)

[Forms](#)

[Related Policies](#)

[Background](#)

[Referrals Assigned to WTD Units](#)

[Graduated Caseload](#)

[Suggested Experiences](#)

[Field Activities](#)

[Staff Not Assigned to Emergency Response \(ER\)](#)

[Supervisor Responsibilities](#)

[SPSW Responsibilities](#)

[Probationary Staff](#)

[WTD Unit and Evaluating Employee Performance](#)

[Consultation Expectations](#)

[Alignment with SET](#)

Related Policies

Additional Information can be found in the following policies:

- Workforce Development
- Staff Expectations- Protective Services Supervisor
- Case Consultation
- Protective Custody Warrants (PCWs)

Forms

The following forms are referenced in this policy:

- 22-06 WTD Skills Assessment
- 22-08 WTD Suggested Experiences Checklist

Background

Child and Family Well-Being (CFWB) Workforce Training and Development (WTD) Units are designed to provide consistency and support to newly hired Protective Services Worker (PSW) staff. The WTD Units provide an opportunity for new social workers (SW) to enhance skills and apply transfer of learning from Social Worker Initial Training (SWIT) to active referral and case management assignments. This supports the transfer of learning methods outlined in Common Core, with eLearnings, classroom skill building, field activities and WTD supported learning experiences. The majority of Emergency Response (ER) staff will be in the WTD units through mid-probation. Staff assigned to non-ER programs will have an abridged WTD experience.

SWs will begin their career under close supervision while also being assessed on a variety of competencies, including their ability to manage child welfare referrals/cases from a strength-based, trauma informed, culturally responsive, and family-centered perspective. This formal training establishes a SW's foundation to the practice and their work in the field. The WTD Units prepare staff for assessing risk and safety, supporting families in identifying and leveraging their strengths, investigating referrals, engagement, documentation, achieving permanency, and overseeing well-being.

**Background
(cont.)**

All WTD Unit staff will be centrally managed by the WTD Manager while being out-stationed in the following offices:

- Central
- East
- North Central
- North Coastal
- North Inland
- South

Additionally, there are centralized WTD Protective Services Supervisors (PSS) and Senior Protective Services Workers (SPSW) who may be assigned their own unit or may be dispatched to assist a particular office as needed.

For the remainder of this policy Social Worker (SW) is referring to a PSW in the WTD Unit.

**Referrals
Assigned to WTD
Units**

The WTD PSS or SPSW will select referrals for staff in WTD that support growth and development, increase in complexity, cover all areas of abuse and neglect, and provide staff with foundational skills to build their ability for rigorous and balanced assessments related to child abuse investigations.

Referrals typically not appropriate for WTD Units are:

- Fatality or near fatality
 - Severe non-accidental or life-threatening injuries
 - Referrals that would normally be assigned to a specialty unit (Medically Fragile, ISU, Open Case Investigations Unit)
 - Law enforcement entries into Polinsky Children’s Center
 - High-profile referrals
 - Highly Vulnerable Children (HVC)
 - Drug Endangered Children (DEC)
 - Severe confirmed Commercial Sexually Exploited Children (CSEC)
-

**Graduated
Caseload**

One of the purposes of the WTD Units is to provide training and coaching in the field with new SWs. To ensure consistency across offices and programs and to ensure staff are being assessed and skills are developed, the following graduated caseload is to be followed for new SWs after completion of SWIT:

WEEK	CASELOAD
1-4	• Minimum of two Initial Services (IS) referrals
5-7	• Minimum of one IS referrals per week
8-11	• Minimum two IS referrals per week
12-13	• One IS referral and one IRS per week
14-15	• Two IS referrals and one IRS per week
16	• No new assignments

There may be times when a SW with previous child welfare experience and training may graduate through this workflow or from WTD at a faster pace after consultation between the WTD PSS and WTD Manager. These staff are required to complete all structured shadowing and

Graduated Caseload (cont.)

receive the 22-06 WTD Skills Assessment evaluation. Conversely, there may be times that a staff may progress at a slower pace due to being on leave or not meeting performance expectations outlined in [WTD Unit and evaluating employee performance](#).

IRS referrals are assigned once SWs satisfactorily complete the 22-06 WTD Skills Assessment and are in their final eight weeks.

NOTE: If an IRS comes in on an open referral prior to that timeframe, it will be assigned to the worker and count as an IRS during their time in WTD.

Throughout their time in WTD, SWs are responsible for entering contacts, completing documentation and receiving and incorporating feedback on documentation, completing SDM, obtaining all the necessary supporting evidence, following ER policies, and meeting all referral closure requirements timely.

The additional activities occur during this timeframe:

WEEK	DESCRIPTION
1-4	<ul style="list-style-type: none"> • Structured shadowing which includes shadowing experienced ER SWs who will provide feedback to WTD PSS and/or SPSW and also reverse shadowing of someone supporting the WTD SW while they conduct an investigation. • Begin completing the 22-08 Suggested Experiences Checklist • SWs may have a mentor or coach who will begin working with them on a regular basis • SWs will complete logistical preparation for going into the field including creating a field notebook, and understanding the required paperwork for conducting investigations • SWs begin attending Foundational training, WTD Labs, and Field Activities
5-11	<ul style="list-style-type: none"> • SWs continue structured shadowing and completing 22-08 Suggested Experiences Checklist • WTD PSS, SPSW, coach, mentor, or other designee of the WTD PSS may accompany the SW in the field for all initial contacts of investigations • SWs will utilize SafeMeasures to track workload and timeliness requirements • WTD PSS complete 22-06 WTD Skills Assessment after successfully closing a referral and reviews with SW. Once practice expectations are met, SWs may begin investigations without being shadowed and no longer have their documentation reviewed and incorporating feedback on documentation* • SWs continue attending Foundational training, WTD Labs, and Field Activities
12	<ul style="list-style-type: none"> • WTD PSS will use discretion on having WTD SPSW or designee to support/shadow SW's first IRS

**Graduated
Caseload (cont.)**

WEEK (cont.)	DESCRIPTION
13-16	<ul style="list-style-type: none">• Before graduating WTD, a transition-planning meeting with WTD PSS, CFWB office PSS, and SW will occur to discuss pending referrals that SW will bring to the new unit and areas for continued support, as well as any performance concerns• Upon graduating WTD, SWs caseload will transfer to their new unit in CWS/CMS. Referrals that were investigated during their time in WTD will be closed by WTD PSS. Referrals pending contact will be supervised and closed by CFWB office PSS

*There may be times when a SW does not meet practice expectations set by 22-06 WTD Skills Assessment or policy requirements and will continue to have their investigations shadowed and documentation reviewed. When this occurs, WTD PSS will follow steps outlined in [WTD Unit and evaluating employee performance](#).

**Suggested
Experiences**

Newly hired SWs have several suggested activities and experiences during the time they are in SWIT and when they enter the WTD Unit.

The following experiences are suggested for all new SWs in SWIT or WTD and will be reviewed with SWs by both the SWIT PSS and the WTD PSS using the 22-08 Suggested Experiences Checklist. Most should be completed during the first shadowing period and during On the Job Training (OJT) days in SWIT.

Emergency Response (ER)

- Observe and document interview with parents and child(ren)
- Observe and document Reporting Party (RP) and collateral contacts
- Complete Investigation Narrative
- Conduct and document interview with parents, children, RP, and collaterals
- Complete SDM Safety and Risk Assessment
- Complete a Commercial Sexual Exploitation-Identification Tool
- Complete collateral and/or safety network contact
- Complete internal safety mappings on assigned investigations with WTD Unit PSS, SPSW, or coach
- Observe petition screening appointment
- Observe Detention Hearing
- Observe Safety Mapping
- Observe ER focused Child and Family Team (CFT) meeting
- Observe and complete a Safety Plan
- Observe a removal
- Present at Multi-Disciplinary Team meeting or other formal/informal consultation
- Complete or assist with a Detention Report
- Shadow a high risk investigation not typically assigned to WTD as outlined in [Referrals assigned to WTD Units](#)

Court Intervention (CI)

- Observe CI biopsychosocial interview between SW/parent
- Observe Jurisdiction/Disposition (J/D) court hearing
- Read a J/D report

Suggested Experiences (cont.)

Continuing Services (CS)/Voluntary Services (VS)

- Observe Status Review court hearing
- Observe a monthly face to face CS contact with a parent and a child
- Observe a monthly face to face VS contact with a parent and a child
- Observe a contact with a resource parent
- Observe a contact with a service provider
- Observe a contact with a support network member
- Observe an initial or updated Child and Adolescent Needs and Strengths assessment
- Observe a visit between a parent and child
- Observe completion of SDM Risk Reassessment or Reunification Reassessment
- Observe the creation or update of a case plan
- Read a Status Review report

Cross Program

- Observe a trial
- Observe forensic interview
- Attend Child Protection Team (CPT) meeting
- Attend MDT
- Observe non-ER focused CFT meeting
- Attend Quality Parenting Initiative (QPI) meeting
- Observe and provide support at Polinsky Children's Center
- Observe specialty programs (ISU, Med Frag, OCI, etc.)
- Observe completion of Child and Adolescent Needs and Strengths (CANS) assessment and conversation

Adoptions/Resource Family Approval (RFA)

- Read Adoption Telling
- Read 366.26 report
- Observe a 366.26 hearing
- Observe an ER RFA assessment
- Observe family finding activities

Field Activities

Common Core identifies mandatory field activities, which must be completed after the classroom learning. Those field activities are:

- ICWA and Working with Native American Families
- Fairness and Equity in Practice
- Interviewing and Safety
- Time and Stress Management
- Teaming with Families

CFWB also has the Father Engagement non-state mandated field activity that is completed.

SWs in the WTD Unit are required to begin their Field Activities once assigned to the unit. Field Activities not completed during the WTD Unit must be completed within the first year of hire. The remaining activities must be communicated to the CFWB office PSS who will be receiving the staff during the transition meeting and review of the 08. The CFWB office PSS will then be responsible with tracking and ensuring they are completed.

**Field Activities
(cont.)**

See Field Activities in Workforce Development for further information.

**Staff Not
Assigned to
Emergency
Response (ER)**

There may be times that a SW will be assigned to a non-ER unit after being in the WTD Unit. Staff will participate in an abridged ER foundations training period in the WTD unit and will be assigned four investigations prior to their new program. WTD will offer case management foundations training as agreed upon by WTD and other managers. The WTD manager will consult with the receiving program manager to review any additional recommended experiences.

SWs not assigned to ER should have a graduated caseload commensurate with what is outlined above for ER. SWs should also receive additional training support from their receiving program.

**Supervisor
Responsibilities**

WTD PSSs play a vital role in the development of new staff. They balance developing staff's skill, ensuring that safety and risk of children is addressed, and supporting the transition from SWIT to the WTD Unit to a CFWB office. They also are a model of demonstrating Safety Enhanced Together (SET) practice behaviors. They work towards consistency across WTD teams while incorporating meeting the needs of each SW's learning and progress on an individual basis.

WTD PSSs are required to attend training to become Field Advisors in order to lead Field Activities with their new staff. They are also required to attend the Coaching Institute.

Centralized WTD PSS's primary role is to supervise SW staff, either in an office with a higher number of workers being assigned from SWIT to WTD units, or their own dedicated unit. Their secondary role is to support CFWB training needs, such as offering case management or other trainings Agency wide.

Supervision

WTD PSSs conduct supervision with all new staff in the WTD Unit following the Staff Expectations- Protective Services Supervisor policy, using the 22-10 Supervision Tool. Supervision will be strength based, in both the recognition of Gallup strengths and how to build on these strengths, as well as utilizing unit/PSS strengths to support one another. Supervision should include appreciative inquiry to support optimal empowerment of learning. WTD PSSs are required to have bimonthly supervision with the WTD SPSW. Supervision topics must include:

- Utilizing critical thinking for decision-making in referrals, including topics of safety and risk, difficulty locating or engaging a parent/child, referral findings, and determining disposition
 - Reviewing performance related to documentation, engagement, and other areas on the 22-06 WTD Skills Assessment
 - WTD PSS is responsible for coaching new staff in the use of various databases (i.e. CWS/CMS, SDM, ConnectWell, SafeMeasures, ERMS, PolicyTech), CFWB homepage, and documentation
 - Strategies for organizing and managing workload
 - Monitoring and discussing staff's training requirements, utilizing the 22-08 Suggested Experiences Checklist, discussing application of training topics to duties
-

**Supervisor
Responsibilities
(cont.)**

- Communicate these training requirements and suggested experiences with the regional PSS receiving the new staff to determine additional opportunities for growth and learning post-WTD
- Transparency in performance review assessment process
- Supporting SWs in accessing mentoring and coaching resources
- Utilize the Performance Review (PR) template to guide conversations with SWs about where they are meeting expectations or where there are opportunities for growth

Foundational Skills Training

WTD PSSs are responsible for ensuring WTD staff participate in Foundational Skills trainings as a team to support additional review policies and procedures, and allow time for staff questions.

Topics will include, but not limited to:

- Investigation Overview
- Physical Abuse Protocol
- Sexual Abuse Protocol
- Family Violence Protocol
- Investigating General Neglect
- Investigating Emotional Abuse
- HVC Protocol, Case Consultations, and Child Protection Team
- Court and Dependency Case Flow
- Substance Use Disorder Protocol

Unit Meetings/Group Supervision

WTD PSSs will have regular unit meetings to provide information on staffing updates, broad County updates, and other changes. WTD PSSs are responsible for conducting monthly group supervision. The goal is to work on team-building and provide an opportunity for staff to ask questions.

Topics can include, but not limited to:

- Safety mappings on referrals
- Reviewing contacts or other documentation as a group
- Reviewing SOP tools and practicing application
- Sharing good work and using Appreciative Inquiry to discuss behaviorally specific information about what the SWs did that led to good practice
- Secondary traumatic stress and self-care
- Presentation by Continuous Quality Improvement (CQI) Policy Analysts (PA)
- Presentations by office Liaisons
- Presentation by office Program Integrity Meetings, and County Counsel
- Processing work related experiences

The WTD Unit PSS is responsible for completing the mid-probation Performance Review for the majority of new staff in the WTD Unit. When staff are released from WTD prior to mid-probation, the WTD PSS and CFWB office PSS will collaborate to determine completion and providing input to the PR process.

**SPSW
Responsibilities**

WTD Unit SPSW's primary responsibilities are to develop and support the new staff. They also complete other duties as assigned, such as:

- Shadowing staff in the field
- Working with regional staff to find additional shadowing opportunities
- Assist in pulling/assigning referrals
- Provide consultation to staff
- Conducting hands-on referral topic training labs for all WTD staff
- Reviewing and providing feedback on SW contacts and other documentation
- Facilitate mappings on referrals
- Supporting in 22-06 WTD Skills Assessment completion
- Assisting with field activity completion
- Coordinate for specialized trainings provided by i.e. CQI PA, VS/IFPP, CSF, DEC workers, military liaison worker, CSEC.
- Coordination of shadowing opportunities for all OJT social workers, and debrief their experiences
- Attend any office trainings, such as ER program integrity meetings or leadership sessions
- Co-facilitate foundational WTD trainings
- Assisting other WTD and program/office needs as able
- Close referrals
- Taking secondary assignment on regional referrals to offer support
- Facilitate labs. WTD Labs are shorter, hands-on trainings to build SWs knowledge, skills, and abilities

WTD Labs

- Contacts
- Prepping for Investigations
- Genograms/Ecomaps
- CWS/CMS
- Sensitive/Companion Referrals
- Infant milestones
- Resources and information about special populations (Fathers, LGBTQ+, CSEC, Military)
- Closing a Referral
- Safety Planning
- Removals
- Case Consultations

WTD SPSWs may receive primary assignment of ER referrals as workload, including the training schedule, new staff needs, and class size allows. The WTD Manager will assess if an increased workload may be assigned to SPSWs in each WTD Unit.

WTD Unit SPSW will support the WTD Unit PSS in leading unit meetings, group supervision, assigning referrals, covering in their absence, and other duties as assigned.

Probationary Staff

Probationary PSWs will have a reduced caseload in their assigned program. This caseload will not exceed 80% of non-probationary staff.

Probationary PSWs will continue to use training code: HHS-1001994-1450 INTRG CWS-SS GENERAL FUND in KRONOS until they have passed probation and then will use their program's KRONOS codes.

**WTD Unit and
Evaluating
Employee
Performance**

The WTD Units are designed to support and assess readiness of SWs while they transition to full time casework. WTD PSSs receive feedback from WTD SPSW and other staff who shadow or are shadowed by WTD staff in addition to their own observation of performance. The time in the WTD Unit is meant to be an opportunity for staff to transfer their knowledge from SWIT into practice and continue learning as they begin their career in CFWB.

ER Practice Benchmarks

The following chart describes benchmarks that must be met in order to continue in the training process and to determine the SW is meeting satisfactory requirements for the position.

By Week	SW trainee will be able to demonstrate the following according to policy:	As assessed by:
4	<ul style="list-style-type: none"> • Document client contacts with minimal changes • Meet timeliness measures 	WTD Unit PSS and SPSW
8	Complete WTD Skills Assessment to be able to conduct investigations on their own	WTD Unit PSS using 22-06 WTD Skills Assessment
9-11	<ul style="list-style-type: none"> • Conduct a thorough IS referral meeting policy requirements without being shadowed, • Complete all required documentation including Investigation Narrative timely with minimal changes with support • Time management with increasing caseload 	WTD Unit PSS and SPSW
12	<ul style="list-style-type: none"> • Conduct thorough IS referrals, meeting policy requirements • Conduct IRS referral meeting policy requirements • consult effectively • complete all required documentation with minimal changes • demonstrate a rigorous and balanced assessment • identify components of an effective safety plan • follow required policies • Time management with increasing caseload 	WTD Unit PSS and SPSW

WTD Skill Assessments

The WTD PSS, in support with the SPSW, are required to complete a skills assessment with all SWs by week 8 to ensure SWs are prepared to investigate referrals without support. WTD Unit PSSs will use 22-06 WTD Skills Assessment to document and review this assessment.

**WTD Unit and
Evaluating
Employee
Performance****PR Expectations**

The WTD PSS will utilize the PR template to review expectations with SWs on what is needed to satisfactorily pass probation. The areas on the PR template are:

- Attendance and punctuality
- Compliance with rules and regulations
- Accuracy of work and quality of judgement
- Public and/or employee relations
- Promptness in completing work and volume of work produced

If staff do not successfully complete benchmarks while in the WTD Unit, the WTD PSS will develop a plan with them addressing the concerns and areas needing improvement. If it appears that staff would benefit from more time in the WTD Unit in order to successfully transition to their program, the WTD PSS will elevate the concerns and the plan for how to alleviate them to the WTD Manager, who will consult with the CFWB office Manager and other leadership as needed. If it is determined that the improvement plan and/or more time in WTD will not support staff in meeting expectations after efforts to address barriers have been exhausted, they may not pass probation

**Consultation
Expectations**

The WTD Units are centrally managed, while being co-located in CFWB offices. The primary manager responsible when consulting on referrals is the WTD Manager. However, there are times when the CFWB office Manager must be included in consultation, those times include:

MDT Case Consult

All requirements for a consultation at Multi-Disciplinary Team (MDT) meeting must be followed. MDT meetings will be held in the CFWB office where the WTD Unit is located.

For information on MDT requirements see [Case Consultation](#).

Referral Promotion

WTD SWs are responsible for filing their own petitions, including a Protective Custody Warrant if needed, in the event a child on their referral caseload must come into protective custody. They are responsible for following all policies related to case promotion in the event of a petition or a referral transferring to VS.

If there is not agreement on next steps when the WTD Manager and CFWB office Manager are consulting, each of the respective CFWB Chiefs will be brought in to consult before making any final decision.

Alignment with SET

This policy supports SET [Value 6](#) and 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. CWS 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.
