

Staff Development and Training

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Responsibilities:

- Examine models for professional development for state agency staff 305(c) – and for non-state staff and partners
- Identify staff training needs; how to assess; how to set up a statewide approach to assessment and training of all WorkOne staff.
- Develop system training plan

Updates:

WIOA Staff Development and Training Workgroup

Team Meeting Notes

21 JAN 2015

Opening Thoughts

- Staff will need knowledge base to simply implement the program. Long term, opportunity to look @ how we do training and the vision for it.
- Re- creation of in house training team; bring in qualified trainers; poll regions to see what they need; be open as far as what works and what doesn't
- Look at what is being done now and look ahead to see what needs to be done down the road (compare) and develop to create a system

- Regional Training Coordinator as go-to person?
- Concerned with educational/ability levels of staff through training, how we interact with customers across different regions/different staff
- Like training methodologies. Identify critical things that need to be taught first, staff understand foundational things and move forward needing more information about certain groups after foundation was laid. Understand how different clients will be worked with
- Cross training on what partners do to know where resources are instead of re-creating our own. Make sure we know what the folks in the offices do
- Start with the end in mind – goals and changes – explain why this is different from what we have been doing
- Why, and how it's going to impact the people they're working with, programs, make sure that's a part of what we're laying out
- Look @ real goals and identify what changes are going to be; why are we doing something different; look @ what skills already had and know what needs to change including interdepartmental
- K-12 goal, connect DOE, community based, faith based organizations. All need a level set to perform from
- Cross training of all WIOA partners. Already have had staff need more info about apprenticeships, staff already thinking
- Define how Adult Education fits in / Adult Ed is using teachers rather than contractors
- Involve staff in identifying knowledge, skills and abilities (KSA) and survey them (Conduct a skills, needs and resource inventory)
- Collaboration of resources and partners, make sure we're all delivering that same message about the end goal and how we're going to get there
- Understand TANF, VR, and the roles they play in the WO system, Cross train into those pieces
- WorkOne 101 in VR currently ongoing
- Acknowledges that some in the WO centers will do well with understanding it; need to get staff to where they can talk and work with customers for seamless transition to services
- When WIA came into being, we had regular meetings / promoted knowledge or services and how to get people to the services they need
- Make sure we have a client centered approach
- Understand change, consider change management in implementing new training and methods as this will be a big change
- Poll regions to get a base line of where they are and what they need
- Understand referrals and what that means to different partners i.e. WorkOne, Adult Ed, Voc Rehab, etc)
- Identify and propose what Knowledge, Skills and Abilities (KSA's) should be targeted when developing the training.
- Use lead teachers (train the trainer) and study groups – each member of the group assess the other and holds accountable
- Training must contain practical examples
- Apply past experience with training efforts with new ideas
- Training must be informal and supportive
- The training message must be consistent (How should this be accomplished across all levels and organizations connected with WIOA?)
- Make connections among resources for staff i.e. in person training and in office training
- Ensure staff know who to contact or where to start to research for a client issue they are not familiar with i.e. who do I call at Voc Rehab to see if this might be in their court
- How might we make the client experience more seamless
- Measure customer service levels

Group SWOT Analysis

STRENGTHS

- Understanding the need to prevent duplication
- Staff as a strength
- Partnerships already maintained
- Regularly scheduled professional development for folks in Adult Ed. Staff used to professional development on both state and regional level
- Existing resources to leverage within systems that already exist and how can we capitalize to meet goals of this group
- Everyone has a common goal in their purpose
- Purpose (helping others)
- Have multiple training methods available

WEAKNESS

- Performance objectives drive us away from collaboration
- Each region is different; hard to make adjustments; need info on what numbers need to be met
- Tracking students right now is a weakness across the system and how to help them
- Need common intake system; how do we guide so everyone can touch their part of it
- Need input from all entities on how to come up with data validation ideas regarding performance
- Multiple computer systems
- Confidentiality policies can stand in the way of information sharing
- Lack of clarity from DOL
- Communication across platforms when something happens – need a single point of contact
- TrackOne and INTERS not connected
- Historically have not come together and worked together; do work separately, weakness is we're all disconnected across core programs.
- No consistent state wide marketing plan about partnerships, what WO does, all the services that are available
- Lack of staff buy-in – staff are task driven and may feel they don't have time to be involved in transition and training
- Each group needs to know what WIOA is about, because right now staff doesn't understand; transparency; prep for new legislation
- Data collection
- Consistent statewide marketing plan

OPPORTUNITIES

- Partner with outside entities; we have opportunities to communicate beyond core partners
- Training TANF/VR for employees
- Co-location is an opportunity
- Having each workgroup summarize their efforts will help in getting the word out
- We have the opportunity to jump in and do some things before DOL jumps in
- DWD Commissioner Braun relationship with Gov. Pence

THREATS

- Lack of clear guidance from DOL

- Losing participants because customers don't understand the different roles
- Threat they will leave b/c they're not comfortable with the change
- Time – Must implement by July 1, 2015
- Sense of urgency, not much time to implement since we don't have the specs; don't know what we have to do but have to track it a year from now
- Some gaps in technology will be dependent on information/collaboration from IOT

OVERALL OBJECTIVES FOR GROUPS

SHORT TERM:

- Scope of group is not developing training
- **Core objective is to convey knowledge/ skills to prepare staff to understand and implement WIOA**
- Survey staff to make sure they get what they need
- Identify training models/ methods to be used later when training is developed
- Determine what should be measured and how (Metrics & assessment tools)
- Establish a core team in each region to answer questions and pass information down
- Train on VR/TANF/etc.
- Make use of technology tools

LONG TERM

WIOA is most significant change to workforce development in 15 years = presents opportunity to redefine how training is done

Develop some type of training university, analyze different platforms out there and methodology (to make recommendation to DWD to understand why we need a "Training University" for all staff and all partners)

- Understanding how we hold all the materials that we train to, and how they have resources to turn back to.
- Help staff understand where to access information; cross train; provide on-boarding process

METRICS - MEASUREMENT

- What should be measured from the training, reporting, executive summary and recommendations that we want to make
- Make things concise – one page bulletized summary
- **Not developing the actual training; developing the blueprint**

Knowledge transfer and skills increase of training staff. Reemployment to clients; Better economy for Indiana; How do we better serve employers

BRAINSTORMING

- Needs to be developed with regional differences in mind and different partners in mind
- Need everyone to provide input on what ideally their training should look like
- Different types of training that need to occur: staff need trained on Act itself;
- Staff needs to know and be trained on the following:
 - o implications for performance
 - o data validation,
 - o collection requirements,
 - o case management system and how it's going to look within the existing one,
 - o training on policies;

- aspect of how to train staff to serve someone with disabilities
 - identify candidates for both VR and ABE opportunities
- The order in how training is presented needs to be fleshed out first, deciding what is most imminent and important for staff to know and building off of that
- Need to make sure there is accountability, to assure that the trainee is acknowledging that they are gaining something out of training. How are we going to measure that?
- Training should start out first as general information and from there, build on that tailored to each region given specificity based on their regional goals
- Have some of the basic WIOA trainings together to make sure the same message is being gotten. Need to hear that the goals are the same on the ground level; but each department will need to have their own specific methodologies for doing training for their own units adjust work requirements accordingly; adding work can be viewed as de-motivational
- Middle line staff needs to be on the same page and on board with how training is going to improve their staffs
- Triage whether training was useful AFTER the material has been brought back to the office and used for a bit
- Give a quiz after training to assess knowledge
- What are the core aspects of WIOA, and can staff list them after the training? Might that be a partial measurement used?
- Take an actual work model and make real-world training with it
- Peer observations, peer work groups have worked in ABE; Study circles used in ABE as well, everyone examines a work product in depth and provides feedback
- Measuring customer service and how do we do that best
- Include partners in any surveys about whether or not training is working
- Need to identify clearly what various positions staff will be required
- How do we go about evaluating how staff is referring customers?
- Need to train staff on customer service, sensitivity of client concerns, and counseling needs to be a focus.
- Training needs to encompass performance and linking that performance back with the core programs that we do have control over. Training needs to mesh sensitivity and customer service with their job duties.
- Would certifications for completing levels of training help staff be proud of their training?
- ABE gives out staff competencies to develop a staff development plan, needed to know core competencies of different levels of staff and what they need to know about WIOA, but hard to measure until we know what that is.
- Must identify what is critical/ appropriate for each position to know
 - Facts/ information to know
 - Processes to complete/ how to do them
 - Customer Service
 - Referral
 - Enrollment vs. eligibility
- Next meeting: Group mission statement from each individual sub group (ASSIGNMENT)
- Next meeting time: Week of Feb. 16th after Short Term Work Group has ended.

WIOA Short Term Training Sub-Group February 12, 2015 Meeting Notes

Participants:

Bart Doan, Cindy Kicinski, Kelli Cloud, Ashley Stewart, Lisa Mungovan, Mark Hollman

Goals for this group:

- 1) What will short-term training look like regarding WIOA law;
- 2) How will it be implemented and with what continuing frequency that is optimal for staff;
- 3) What are reasonable timetables and measurability of training meeting its goals;
- 4) Identify immediate needs of staff as relates to WIOA changes versus longer-term training needs
- 5) Work with VR to develop understanding of partner roles (Bart Doan and Kelli Cloud taking lead) and how they will look going forward under WIOA

* ** There is a need for regional training reps from each region across the state. With prior training coordinator had a list but nothing came from it. ***

Need Subject Matter Experts (SME) from each region for WIOA rollout (both on DWD and VR) and have them be the point of contact for regional training issues and concerns

(Voc Rehab has 4 regions, 25 area supervisors within those regions – has identified SME already)

Our job is to provide and layout how training will be done in the field

- In person training for identified SME's
- SME-led In person/group training (bi-monthly)
- Webinars (monthly)
- Reference material online for 24/7 use

Subject Matter Experts (SMEs):

- Have them help develop the training and take ownership of it so that they are fully invested in the process
- Timetable for the SME training
- Have them prepped by May 4th
- Try to have one big meeting together and then follow up with webinars and conference calls
- Possibly utilize Greg Newton's document on the Effects of WIOA on One Stops

Issues

- ✚ What is it that we are actually training
- ✚ Keeping material up to date
- ✚ Keeping material readily available
- ✚ Keeping staff engaged and wanting to learn

- ✚ Dealing with misconceptions by DWD and VR
 - Customers lost in DWD shuffle
 - DWD does not understand the VR referral process
 - VR customers expect more computer help at WorkOne
 - That WorkOne is a fast process for training or other intensive services

 - ✚ Knowing what qualifies as application for VR
 - ✚ VR presentation on what they can do for WorkOne and vice versa
 - ✚ Staff may need training on identifying individuals with disabilities
 - ✚ Consistent collaboration between VR and DWD staff
 - Members of each unit appear monthly at partner meeting to discuss, answer questions staff of community partner may have
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WIOA Staff Development and Training Sub Group

The Short Term training sub group met at WorkOne Plainfield on Feb. 12, 2015 to discuss the optimum path for integrating WIOA training to field staff.

Step One: Designating Subject Matter Experts (SME) by region

- ✚ SME will be trained in-person prior to taking WIOA knowledge to the field at least once
- ✚ SME designation by region will allow flexible regional training that will not only give a consistent view of WIOA, but will tailor it regionally according to how each area operates
- ✚ SME's will be tasked with doing quarterly in-person training at a central location in the region, split up over multiple days so all staff are able to attend and the customer service at the local offices is not compromised by having too many staff out of the office at once
- ✚ Vocational Rehabilitation (VR) SME's would be regional managers
- ✚ SME training intended to occur in May so strengths/weaknesses can be assessed prior to July 1;

Step Two: Pretest for staff

- ✚ Pretest will be given to staff prior to SME's giving training to gauge incoming knowledge
- ✚ Pretest will be completed in Survey Monkey

Step Three: Training plan going forward

- ✚ SME's do bi-monthly in-person training at central regional location to start
 - Topics TBD both by struggles and necessity
 - SME's will help define what content will be based on regional needs

- In-person training is most effective, but also most time/cost ineffective but staff need optimum training for their needs for best results both for staff and clients
- ✚ Monthly Webinars to keep material fresh
- ✚ Staff surveys post-training to assess concerns/added areas of focus

Challenges:

- ✚ What is the exact material/processes that we will be training on?
- ✚ When will this material become available in accordance with desired timelines?
- ✚ Will there be changes to Customer Flow policy and if so, when will those be made?
- ✚ Breaking down DWD/VR employee misconceptions and processes
- ✚ What are the affects the JAG program and Out of School youth and how will that change, if at all?
- ✚ Is there an opportunity for a pilot region for this training?
- ✚ Do not know what the rollout for FSSA (SNAP/TANF/IMPACT) will be hard to predict but we need to be ready to train the staff as changes occur

Timetables:

- ✚ Assess Subject Matter Experts by Region: Post-**Feb. 18 group meeting**
- ✚ Compile material staff is to be trained on/tracking: **TBD**
- ✚ Pretest WIOA survey for staff: **Mid-April**
- ✚ In-Person training for SME's: **Pre-May**
- ✚ First round of staff in-person regional training: **Mid-June**

Additional thoughts

- Long term team needs to look at down the road training and continue training to keep minds fresh
- How are we going to verify the effectiveness of the trainings and making sure that the staff members are doing what needs to be accomplished
- Need more counseling and less time spent on tracking when it comes to WIOA and our case managers
- Basics will need to be covered, such as proper case note entry and customer service
- Utilize in-house staff to facilitate these trainings as opposed to paying for third party programs to keep costs down
- VR has case coordinators to assist with inputting information into the system----can DWD get that?
- Putting training and information online for 24/7 access

- Feasible to a study group of all equals to air concerns and best practices to bring back to team upon rollout?
- Use staff meeting time (the Thursday AM slot that many offices use) to work on WIOA training and get it into the mindset of the staff

Long Term Initial Meeting

Thursday, February 12, 2015 2:59 PM

- What elements or actions do we need to look at?
 - Develop the plan for delivery
 - Portal once something is created it is available for continual use
 - Logistics of initial delivery
 - Follow-up to allow for onboarding
 - ABE uses monthly webinar
 - Chat box for questions
 - Recorded and hosted on the ABE website
 - Too hard to do the large group
 - Logistics make it tough
 - Must be interactive and involve the participants
 - Life-Learning-Institute
 - Much more effective for staff
 - Ensure regional perspective for all aspects
 - Could do both an online component and then use "monthly regional onboarding"
 - Allows for adaptation of best practices to ensure success
 - Should involve regional roundtables
- Assessments
 - Identify types of trainings
 - Allow for reset of staff
 - Understand what all partners do so we all leverage on strengths
 - Larry Robbin -- region 1 on Rapid Response? Understand what people went through

WIOA Staff Training and Development: Metrics Sub-Group

In attendance: Carrie, Kim, Karen, Amanda, and Dawn

NOTE: All were in agreement with the “how” the training (end product) look will impact how and what we measure.

Assumptions:

1. All staff will receive training on the Act
2. All staff will receive appropriate training regarding the activities/work of each core partner
3. DWD staff will receive training in the following areas:
 - a. Federal/State Policy
 - b. Implementation
 - c. Performance
 - d. Data validation
 - e. Appropriate Case noting
 - f. Data entry
4. Accountability will be a part of all training modules that will verify learning has occurred and can be applied.
5. Career-pathing will be a part of the resulting training (at least for WorkOne/DWD staff)
6. Refresher training provided (annually)

Needed information from full group: Obtain information/understanding of existing training applications/approaches across core programs.

- ✓ What can we learn from what we are already doing?
- ✓ What should we keep doing?
- ✓ What can we do better?

Suggestions for full group:

- Utilize a mix of training formats. Example: In-person training with online homework and assessment
- The system should have a ‘registration’ process with a unique identifier for tracking/reporting
- Training should be consistent and all staff across core programs should receive the same “message/content” by topic.
- DWD: Specific job-related content training should be broken down into modules that build on each other. These should be developed by program (TAA, Youth, etc..) and successfully completed within the first 3 to 6 months of hire (performance management). Additionally, a specified time frame for module completion should be established for incumbent workers. (performance management).

Potential Measure/Report:

NOTE: "Successful completion" assumes there will be a means to verify learning has occurred and that the staff person can apply said learning to real-world situations

- Number of incumbent workers by participating core program that have successfully completed required modules.
- Number of new staff training by region? State?
- Number of staff successfully progressing through career path training
- DWD: number of new staff successfully completing job content modules within specified time frame. Number of incumbent workers completing job-content modules within specified time frame.
- Comparative analysis of regional performance indicators and staff that successfully completed required modules within same time frame
- Cross reference data entry issues by staff and their associated required training modules (performance management)

Notes from Feb. 18 WIOA Staff Development and Training Committee meeting

- Determined that the Training Advisory Committee (TAC) of the past would be brought back together to oversee creation of Subject Matter Experts and training, including all WIOA training. Nancy is going to send out knowledge that it will be re-staffed for those who no longer are in the roles they were when it was created and that may be a hand off to the sub group for staff development and training so it can be ongoing.
- We have a need for particular positions to be reappointed and then have a joint meeting with this entire group and that group so in the in-run to transition to this group again.
- Once created, there will need to be collaboration with Adult Education, JAG , Youth WIOA, VR folks, DFR, TANF, and SNAP representatives.
- Voc Rehab has already identified the SME's that they will be using during the WIOA training process.
- Bart Doan (DWD), Kelli Cloud, and Kim DeQuis (VR) had a conference call to discuss how ongoing VR and DWD training would look. An introductory in-person piece would happen over a 2-3 day span to make sure all parties were able to attend, and then ideally once every other month, VR staff and DWD staff would hold in-person trainings regionally that have an ongoing focus.

Short term training sub group has identified these steps to move forward:

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- Was mentioned in large meeting that training needs to be tailored to individual regional needs, and there should be staff from all partners that are a part of any training.
 - Identified that there will need to be a strong UI presence on the TAC
 - We are at a point where until the TAC is created and the exact material we will be training on is formed, it's difficult to come up with exact timelines and dates for when training will be implemented.