



**BUILDING KNOWLEDGE TO IMPROVE WORKFORCE OUTCOMES**

**Webinar Announcing Call for Applications for Tribes  
December 15, 2016**

**Presenters:**

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Michelle Graef, QIC-WD Director

Lisa Merkel-Holguin, QIC-WD Implementation Lead



WELCOME !

We offer a warm handshake to all  
who have joined this webinar.

# We Begin in a Good Way



# An Expanded Investment in Workforce

- A new five-year cooperative agreement (2016-2021) between the Children's Bureau and the University of Nebraska-Lincoln (UNL)
  - UNL's Center on Children, Families and the Law is the Project Lead with partners at:
    - University of Colorado, Denver
      - Kempe Center
      - Centers for American Indian and Alaska Native Health
    - University of Louisville
      - Kent School of Social Work
    - University of Tennessee, Knoxville
      - Center for Behavioral Health Research
    - C.F. Parry Associates
    - CLH Strategies & Solutions
    - Great Eastern Consulting



# Overall Project Mission

**MISSION  
ACCOMPLISHED**

- QIC-WD is dedicated to understanding how to support those who are employed in child welfare so their work leads to successful outcomes for children and their families.
- Using careful and culture-informed evaluation activities, the QIC-WD will enhance what is known about promising and evidence-informed interventions that support the professional development of child welfare staff.
- Using evaluation, the QIC-WD will understand how the supports given to the workers is related to outcomes for children.
- The QIC-WD will examine what works in 5-10 project sites



# Current Situation in Many Child Welfare Agencies

- Staff recruitment, retention, and workforce development are persistent challenges for many child welfare agencies
- Costly to continually recruit and replace personnel
- Staff turnover can negatively impact relationship between agencies and families, leading to poorer child and family outcomes
- Over the past three Child and Family Service Reviews, agencies have noted issues with workforce turnover as a strong contributor to inability to meet federal performance standards
- Challenges with the implementation of ICWA
- Lack of research on effective strategies to attract and retain child welfare staff in mainstream and Native settings



# An Opportunity to Advance the Child Welfare Field

- QIC-WD will:
  - Use a continuous workforce development process to guide selected agencies to
    - Identify their workforce needs
    - Implement evidence-informed interventions
  - Draw from a variety of fields (such as health care, early childhood) to gather workforce trends and what works in areas such as staff recruitment, retention, agency culture and climate
  - Support agencies to test how effective promising interventions can be in various communities
  - Synthesize the current state of workforce research, drawing from a variety of related fields beyond child welfare
  - Generate new knowledge about effective strategies to improve workforce outcomes such as the recruitment and retention of staff



# Developing New Evidence



- Select 5-10 diverse state and tribal child welfare project sites to implement and evaluate evidence-based/-informed workforce interventions, applying the workforce development framework
- Conduct robust site and cross-site evaluation to assess implementation, outputs, workforce environment, workforce outcomes, child welfare practice, child welfare outcomes, and costs for multiple workforce interventions
- Disseminate processes and findings



# Enhanced Capacity of Selected Sites

- Provide intensive, ongoing support, guidance, coaching, and technical assistance (TA) to sites in project implementation, data collection, and evaluation
- Support, through resource allocations and capacity building services, a strong implementation infrastructure in each of the project sites
- Collaborate with each site to develop a detailed plan for sustaining an integrated workforce development process with the agency's strategic planning, human resource program, using CQI processes

# Benefits to Becoming a QIC-WD Project Site

- Systematically identify and address agency workforce challenges
- Develop implementation strategies to reduce worker turnover
- Develop implementation strategies to enhance workforce development
- Participate in ongoing peer learning network with other sites
- Increase capacity to implement and sustain a continuous workforce development process
- Implement and use results of nationally normed measure of organizational culture and climate (the OSC)
- Access staff resources and capacity building services to support implementation and evaluation of workforce development interventions



# Financial Resources

- This is not a grant program; no monetary awards to sites
- The QIC-WD will cover expenses related to implementation and evaluation of the project
  - Specific amounts will vary per site, based upon site needs, project scope, and total number of sites selected, and will be developed each year
  - Covered site expenses can include administrative and programmatic expenses, approved in advance by QIC-WD, with required documentation
    - Partial salary support for necessary project positions



# Working With Selected Project Sites



# Proposed Implementation Structure





# Capacity Building and Implementation Support for Selected Project Sites



## Exploration

- August –November 2017
- Comprehensive OSC Assessment
- Selection of workforce interventions/strategies
- Organize/convene site-based Implementation Team



## Installation

December 2017 – March 2018

- Staff selection
- Capacity building services on workforce intervention, implementation
- Develop/adapt workforce intervention
- Establish CQI Process
- Assess readiness to implement



## Initial Implementation

- April – September 2018
- Capacity building services on workforce, implementation and evaluation
- Assess readiness for full implementation
- Cross-site learning
- OSC Assessment (August – September 2018)
- Coaching



## Full Implementation

- October 2018 – September 2021
- Full implementation of workforce interventions
- 2 additional OSC assessments
- Ongoing support
- Integration into CQI and other processes
- Evaluation
- Sustainability planning
- Dissemination

QIC-WD WIE TEAM ACTIVE ENGAGEMENT and SUPPORT

# Project Site Requirements and Expectations

Establish an Implementation Team Structure

Appoint a Site Implementation Manager

Appoint a Data Coordinator

Enter into a Binding Agreement or Memorandum of Understanding with the QIC-WD

Co-Develop and Execute a Data Sharing Agreement

Select and Implement a Workforce Strategy/Intervention

Participate in the Evaluation of the Workforce Strategy/Intervention

Participate in a Community of Learning

Plan for Sustainability and Engage in Dissemination

# Application Process and Timeline



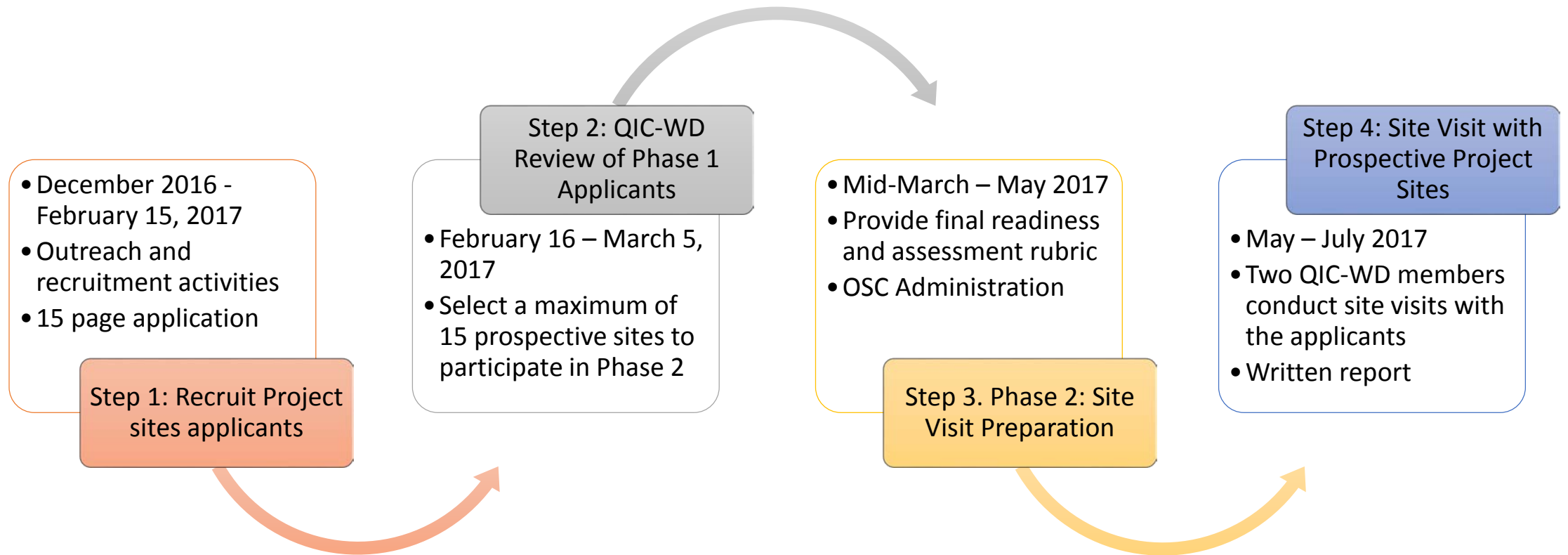
# Eligible Applicants

State public  
child welfare  
agencies

County public  
child welfare  
agencies within  
a state-  
supervised,  
county-  
administered  
system

Tribes and Tribal  
Consortia that  
are currently  
receiving Title  
IV-B grant funds  
administered by  
the Children's  
Bureau

# Overview Timeline: Project Site Recruitment and Selection





# Phase 1: Application Steps

Dec 2016

Step 1.1: Application Released

By January  
15, 2017

Step 1.2: Email Notice of Intent to Apply

Thru Feb. 1,  
2017

Step 1.3: Submission of and Responses to Questions

By Feb. 15,  
2017

Step 1.4: Applications Due

By March  
6, 2017

Step 1.5: Selection of Sites to Proceed to Phase 2

# Application Components

## Cover Sheet

- Fillable Word Form
- Found at [www.qic-wd.org](http://www.qic-wd.org)

## Cover Letter

- Requirement
- Signatory varies by applicant

## Application

- Agency profile
- Description of workforce needs
- Organizational and evaluation readiness
- No more than 15 pages double spaced

## Cover Sheet

Agency Name: [Click here to enter text.](#)

Mailing Address: [Click here to enter text.](#)

City, State, Zip code: [Click here to enter text.](#)

Primary Contact Name for this Application: [Click here to enter text.](#)

Primary Contact Title for this Application: [Click here to enter text.](#)

Primary Contact Phone for this Application: [Click here to enter text.](#)

Primary Contact Email for this Application: [Click here to enter text.](#)

Type of agency:

☐ State ☐ County ☐ Tribe ☐ Tribal Consortia

The Project Site Requirements are found on pages ## of this Application. We understand that while there are numerous benefits to becoming a QIC-WD project site that there are also a number of corresponding requirements and responsibilities. By checking the boxes, you are noting that you have a basic understanding of these expectations, and that if selected to proceed to Phase II of the application process, you will work with the QIC-WD to explore these further in the context of your application.

Understanding of Project Site Requirements	Agreement
Establish an Implementation Team Structure	<input type="checkbox"/>
Appoint a Site Implementation Manager	<input type="checkbox"/>
Appoint a Data Coordinator	<input type="checkbox"/>
Enter into a Memorandum of Understanding	<input type="checkbox"/>
Enter into a Data Sharing Agreement	<input type="checkbox"/>
Implement a Workforce Intervention/Strategy	<input type="checkbox"/>
Co-create and support the implementation of an evaluation	<input type="checkbox"/>
Participate in a community of learning	<input type="checkbox"/>
Sustain effective workforce interventions	<input type="checkbox"/>
Disseminate project learnings	<input type="checkbox"/>

Name of authorizing individual (typed): [Click here to enter text.](#)

Signature of authorizing individual: [Click here to enter text.](#)

## Instructions:

There are three options to submit your application: (1) Type into this fillable field; (2) Create your application in a separate Word document and cut and paste it into the fillable field; or (3) Submit a Word document as an attachment to the email with your application. Please save your document with your agency name as the name of the file (e.g., as "XYZ agency.doc")

[Click here to enter text.](#)

# Preparing an Application

1. Visit [www.qic-wd.org](http://www.qic-wd.org)
2. Download the Call for Applications for all details
3. Download the Cover Sheet Template
  - Complete fields, including the signature (which can be electronic) and save it.
4. Secure your Cover letter(s)
5. Write your application
  - This can be unloaded into the fillable Cover Sheet document on page 2 OR
  - This can be a separate Word or PDF document

# Submitting your Application

By February 15, 2017 at  
11:59pm CT

Attach the Cover Sheet,  
Cover Letter and  
Application to an email  
addressed to: [apply@qic-  
wd.org](mailto:apply@qic-wd.org)

QIC-WD will  
acknowledge the  
completeness of your  
application within 72  
hours of receipt.



# Phase 2 of the Application Process

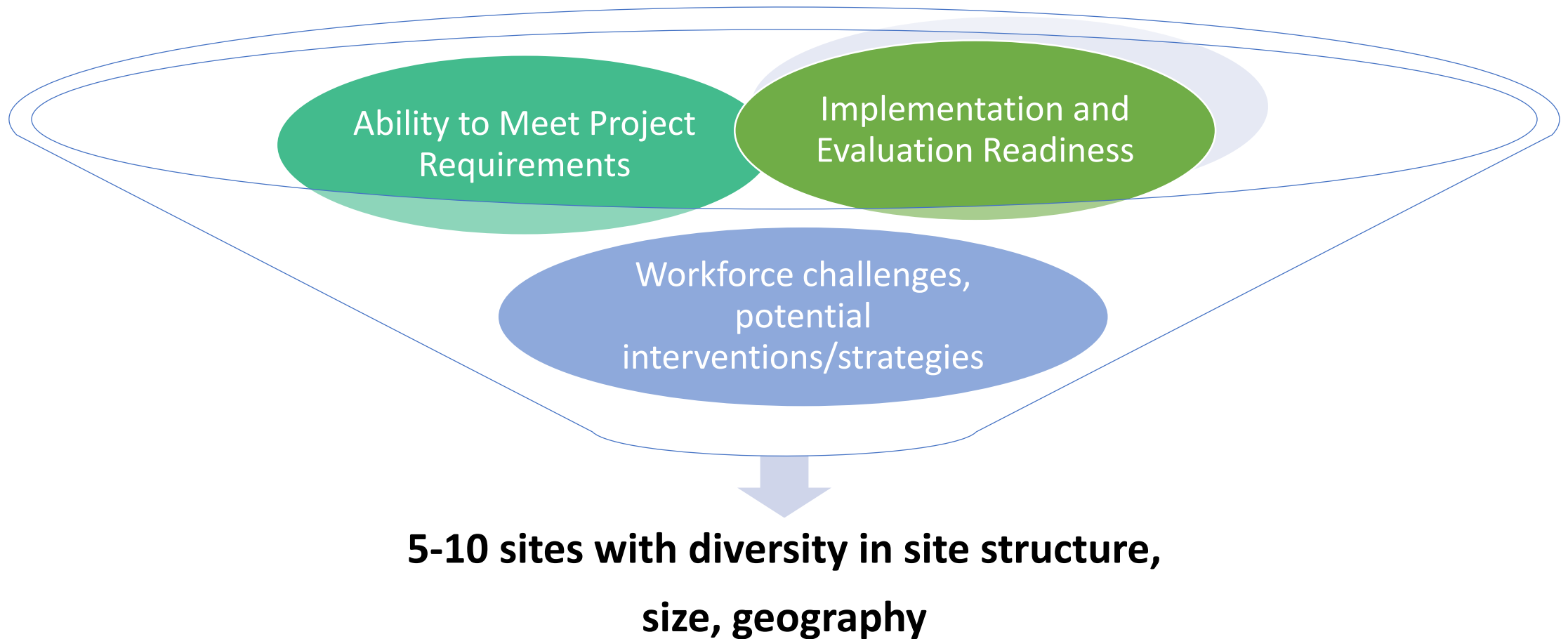
## Step 2.1 Planning (March – May 2017)

- Each Phase 2 applicant will be assigned a QIC-WD liaison
- Creating plans for the in-person site visit, administering the OSC, and reviewing/requesting additional data

## Step 2.2 In-person site visit (May – July 2017)

- QIC-WD will supply a review framework
- Site visit will be a conversation about a potential site's workforce needs, challenges, successes and a review of OSC results

# Final Site Selection



# Questions?

- Contact us at [info@qic-wd.org](mailto:info@qic-wd.org)
- Answers to questions submitted will be posted to the QIC-WD website ([qic-wd.org](http://qic-wd.org)) as they are received
- This webinar will be posted to the website for viewing later

# We Close in a Good Way

