

Updated Training Plan

June 30, 2018

This document, which updates North Carolina’s training plan, is divided into the following sections:

1. Changes Since Submission of NC’s 2018 APSR
2. New Training and Educational Publications
3. NC Child Welfare Training Events, SFY 2017-18

Changes Since Submission of NC’s 2018 APSR

Since July 1, 2017, North Carolina has updated its training plan. Below is the Staff Development Team five-year plan that is separate from but complementary to the CFSR Program Improvement Plan (PIP).

STAFF DEVELOPMENT PLAN FOR 2015-2019
1. Workforce development related to supporting and enhancing supervisors’ skills
2. Improving service planning training with families to improve overall outcomes and help reduce the number of children entering foster care
3. Implementing TIPS MAPP statewide allowing for better preparation of foster parents and addressing issues of fidelity to the training model which will improve the assessment and selection of foster parents and
4. Developing a foster parent section on ncswLearn where foster parents can register for selected courses, attend online trainings, and enter annual required training hours. The goal in the next 5 years is to develop a robust area of ncswLearn for foster parent information, training, and development.
5. Incorporating trauma knowledge and best practices into our current training courses where appropriate increasing worker understanding of the effects of trauma on children and families and how to refer for appropriate treatment services.
6. Incorporating protective factors into our training courses as a way to strengthen families in prevention, protection, and intervention
7. Increasing youth and family voice in training curricula through video and contracts with family training partners as possible
8. Increasing the number of webinar training events and online training events to make training increasingly more accessible as appropriate for the topic
9. Increasing training opportunities for TIPS-MAPP training for Spanish speaking foster parents applicants across the state
10. Increasing the number of counties that send workers to required and ongoing training events to increase worker knowledge and skills to affect all child welfare outcomes.

The following update on changes since the submission of the 2018 APSR is organized around the ten goals to the Staff Development Plan. PIP goals, strategies, and activities will be referenced as appropriate.

1. Workforce development related to supporting and enhancing supervisors' skills.

Supervisor Academy: PIP Goal 1.3 supports the development of a Supervisor Academy to “strengthen the capacity of county DSS to sustain the consistent application of the revised policies and practices.” The Supervisor Academy Workgroup continued the work begun in the last fiscal year by developing 3 courses that would be piloted with supervisors from the 10 OSRI counties. A random sampling of supervisors who had completed the required state course *Introduction to Supervision*, produced a pool of 135 supervisors eligible to participate in the Supervisor Academy. NC DSS set a goal of 80 supervisors to complete the academy. Four cohorts of 23 supervisors were identified to participate in 3 new courses that were developed specifically for the academy. These 3 courses are *Nuts & Bolts*, *Using Data to Improve Practice and Performance*, and *Using Data to Improve Practice and Performance with Community Partners*. For purposes of piloting the academy these courses were sequenced in the order listed, with a prerequisite of NC DSS’s *Introduction to Supervision* course. The 3 courses and descriptions are as follows.

Nuts & Bolts is a 6-day learning course that builds on information from North Carolina’s required course *Introduction to Supervision*. This course was developed in partnership with The Methodist University. The goal of the course is to ensure that supervisors have the knowledge and skills necessary to interpret and operationalize child welfare practice, policies and procedures. The course places emphasis on coaching as a model to support supervisors’ efforts to build successful teams. The curriculum is divided into modules that address the 5 best practices recommended by the North Carolina Child Welfare Supervisors Advisory Committee. Those 5 practices are:

- Child welfare supervisors will hold weekly scheduled supervision with staff and at least 2 scheduled individual conferences per month.
- Child welfare supervisors shall protect scheduled time by being truly available to the worker.
- Child Welfare supervisors and workers shall use a structured, purposeful format for supervision.
- Child Welfare supervisors shall coach and mentor staff to use supervision time more purposefully.
- Child Welfare supervisors shall use a consistent care review tool on at least two case records from each staff member each quarter.

The other two courses in the academy connect the use of data to assess root causes of a problem and identify change efforts. These courses were developed in partnership with the UNC-CH School of Social Work. The first course is *Using Data to Improve Practice and Performance*. It is a blend of live online, self-paced and classroom based learning. The objective of the course is to enable supervisors to implement a six-step CQI process to increase commitment and accountability within their teams.

The second data course is *Using Data to Improve Practice and Performance with Community Partners*. This is also a blended course. In this course supervisors identify a community partner that is essential for improving at least one safety, permanency or well-being outcome. Using the 6 step CQI process, supervisors plan and implement a small test of change to improve child welfare outcomes.

The existing Participant Satisfaction Survey currently used in ncswLearn for training courses was used with academy participants. The Transfer of Learning tool was inserted into all 3 curricula. NC DSS CQI team also developed a Pre- and Post- Survey to measure the increase of the level of competency in supervisory knowledge and skills. These tools are attached in the appendix.

A 3-month follow-up survey is administered electronically to participants of all 3 curricula. The link to survey for Nuts and Bolts is <https://www.ncsurveymax.com/TakeSurvey.aspx?SurveyID=78LK8p7M>. The link for the survey for the other courses is <https://www.ncsurveymax.com/TakeSurvey.aspx?SurveyID=mlLJno7L>

The Children’s Bureau requested that NC DSS revisit the overall objective of the Supervisor Academy to sustain consistent application of the revised policies and procedures. Material was added into Course 2 of the Data courses. *Nuts and Bolts* was also revised to include the revised policy. However, this feedback was provided after the conclusion of Cohort 1 of *Nuts and Bolts*. In order to cover this material for cohort 1 participants of *Nuts and Bolts*, Methodist University and UNC-CH collaborated on a self-paced online training consisting of 2 modules that will cover the revised policy. A description of the modules is included in the section on new courses.

The academy has experienced both successes and challenges. Overall, participant feedback for all 3 courses has garnered high ratings of the content and the trainers. One supervisor noted that this training was effective in helping develop the soft skills needed to be a successful supervisor and build a successful team. Maintaining the number of supervisors in each cohort to meet the sample size of 80 has been challenging. The number of completions for Cohort 1 was 14, and the number of completions for Cohort 2 was 19. This has required that a 5th cohort be added. Some supervisors began the academy in one cohort, only to drop out or request a move to a different cohort. County supervisors are experiencing increased demands on their time with the rollout of NC FAST and the modified policy, as well as daily responsibilities. As one supervisor reflected in a comment, “a 6-day training – yikes!” In spite of these challenges, the North Carolina Child Welfare Supervisor Advisory Committee has expressed continued commitment to the concept of the academy, and has suggested that the academy be opened to county program managers, administrators and directors. The Supervisor Academy Workgroup is developing a plan for statewide implementation. This plan includes increased messaging on the total selection of courses currently offered for supervisors that would encompass the Supervisor Academy. (See appendix for proposed Tiers for Supervisor Academy)

DIY Kits: NC DSS continues to partner with the UNC School of Social Work on the *Spotlight on Practice Series*. These DIY (do-it-yourself) training kits are created for supervisors to use with staff on child welfare topics. Each kit provides facilitation instructions, handouts and resources to support further learning. A total of six DIY kits were developed this year. Four DIY kits were created specifically to support the modified policy rollout. The DIY kits developed in 2017-2018 are:

- Overview of Changes to NC’s Child Welfare Manual
- CPS Assessments Policy: Highlights from the Modified Manual
- CPS In-Home Services Policy: Highlights from the Modified Manual
- Permanency Planning Policy: Highlights from the Modified Manual
- Visitation to Permanency: Making the Connection
- Child & Youth Sex Trafficking in Our Community: Beginning the Conversation

2. Improving service planning training with families to improve overall outcomes and help reduce the number of children entering foster care.

CPS In-Home Curriculum: Two overarching themes that have impacted North Carolina’s performance on the OSRI are:

- Insufficient frequency and quality of contacts with children and their families regarding safety and well-being, and
- Inadequate documentation regarding completed activities and the level of interaction with families.

Changes to CPS In-Home policy have been incorporated into the *CPS In-Home in Child Welfare* curriculum to improve outcomes to maintain children safely in their homes rather than enter foster care, and to accurately assess needs to provide services for children and families. A DIY kit on the modified CPS In-Home policy has also been created for use by supervisors with front line staff.

3. Implementing TIPS-MAPP statewide allowing for better preparation of foster parents and addressing issues of fidelity to the training model which will improve the assessment and selection of foster parents.

North Carolina will offer the TIPS-MAPP 8-day leader certification training 8 times across the state in 2017-2018. As of May 2, 82 participants from 49 counties have completed TIPS-MAPP. Fidelity to the TIPS-MAPP model is highly emphasized in the certification classes and through consultation with program managers and directors.

4. Developing a foster parent section on ncswLearn where foster parents can register for selected courses, attend online trainings, and enter annual required training hours. The goal in the next 5 years is to develop a robust area of ncswLearn for foster parent information, training and development.

The website www.fosteringNC.org was launched in March 2017. In this current fiscal year significant progress has been made in populating the site. The website currently houses videos, webinars, The Fostering Perspective bi-annual publications, a FAQ page, and 13 on-demand courses. The on-demand courses vary in length from 30 minutes to 3 or 4 hours and can be used to help foster parents meet their annual requirement for 10 hours of in-service training as long as they are vetted by their licensing agency. Topics for the on-demand courses include an overview of child welfare services, how to advocate for child and adolescent MH services, a child and family team guide for foster parents, how loss impacts youth in foster care and supporting successful visits. Between July 1, 2017 and May 21, 2018, [fosteringNC.org](http://www.fosteringNC.org) was accessed by 5,329 individuals. The Steering Committee for www.FosteringNC.org meets every 3 months to review progress, vet new resources for the website and identify marketing strategies. Next steps include finalizing the structure for an oversight committee that will include members from the Family Advisory Council and public and private child placing agencies.

5. Incorporating trauma knowledge and best practices into our current training courses where appropriate, increasing worker understanding of the effects of trauma on children and families and how to refer for appropriate services.

The following courses incorporate knowledge on the effects of trauma on children and families, as well as the effects of secondary trauma on child welfare professionals.

- Child Welfare Pre-service (offered 32 times in FY2017-2018)
- Child Development and the Effects of Trauma (offered 15 times in FY2017-2018)
- Secondary Trauma: A Course for Child Welfare Workers (offered 10 times in FY2017-2018)
- Secondary Trauma: A Course for Supervisors and Managers (offered 5-10 times in FY2017-2018)

- Secondary Trauma: Creating Change in Your Agency (offered once in FY2017-2018)
- Trauma Informed Partnering for Safety and Permanency: Model Approach to Partnerships in Parenting (TIPS-MAPP) (offered 8 times in FY2017-2018)
- Trauma-Informed Behavior Management for Child Welfare (offered 3 times in FY2017-2018)

6. Increasing youth and family voice in training curricula through video and contracts with family training partners as possible.

Child Welfare Pre-service continues to use video clips which capture the youth voice of children in care. This reinforces to new child welfare workers the importance of family-centered practice to maintain the safety, permanence and well-being of children and families.

Through its partnership with Independent Living Resources (ILR), NC DSS continues to provide training to foster parents serving older youth (i.e., training to support the Chafee Foster Care Independence Program). Courses offered in FY 2017-2018 included the following:

- Helping Youths Reach Self-Sufficiency (HYRSS). This training is for caregivers to assist them in helping foster youth reach self-sufficiency, and to train foster. Offered once in FY 2017-2018.
- LINKS 101 courses were offered 2 times in FY 2017-18.
- Real World Simulation (TOT and Mentoring). This blended course prepares individuals working in the fields of child welfare, mental health, residential, juvenile justice, GAL, education, WIOA, Disability, teen pregnancy, etc., to coordinate a Real World Youth Simulation event in their community. Real World Youth Simulations are day-long events attended by youth. During the simulation youth receive a job, salary, and life situation. After a series of workshops in Budgeting, Banking, Social Skills, and Insurance, youths visit approximately 20 exhibits to create a monthly budget with their salary. The business community provides the workshops and exhibits to help young adults learn directly from those they will interface with as they transition to adulthood. Holding a Real World Simulation event requires 4-6 months of planning by a diverse workgroup. NC DSS contracts with ILR to train communities to coordinate the Real World Simulation events and mentors in one community each year. Outcomes for youth are dramatic, especially in areas of budgeting, banking, housing, health, and benefits of increased education. Attendance at Real World Youth Simulations ranges between 80-400, depending on the community. The Mentor community averages 125 each year. Mentored communities continue to hold Real World Youth Simulations even after the mentoring from ILR ends. This event was offered once in 2017-2018.

Representatives from SaySo and Independent Living Resources are on the *Fostering Perspectives* Advisory Board and often contribute articles on the needs of youth in transition.

7. Incorporating protective factors into our training courses as a way to strengthen families in prevention, protection, and intervention.

Child Welfare Pre-service continues to include information on Family Strengths and Protective Factors. Day 4 references the material from the Center for the Study of Social Policy (CSSP) on use of protective factors to help identify strengths that will move to a more balanced decision regarding the safety of the child. A total of 533 child welfare staff completed pre-service between 7/1/2017 and 5/1/2018.

NC DSS collaborates with NC State's Center for Family and Community Engagement to offer a live online course entitled *The Journey is the Destination: Resilience, Protective Factors and Youth Success*. This

course explores resiliency and protective factors and how to build on these concepts during Child and Family team meetings.

The November issue of *Fostering Perspectives* was devoted to this topic. “Promoting the Resiliency of Young People in Foster Care” featured articles on the key concepts of resiliency, how to build resilience and how to raise resilient, compassionate children.

8. Increasing the number of webinar training events and online training events to make training increasingly more accessible as appropriate for the topic.

NC DSS, in partnership with the UNC-CH School of Social Work now offers nineteen live online or online on-demand courses that may be accessed through www.ncswLearn.org. Between 7/1/2017 and 3/31/2018 a total of 2,487 persons representing 97 agencies completed online courses. Below are the offerings for 2017-2018. (Note: Two new online courses developed for www.fosteringnc.org are included in the list of New Courses but are not included below. Two courses developed for the Supervisor Academy cohort 1 for Nuts and Bolts are time-limited and are included in the list of New Courses but are not included below. One other online course on Human Trafficking is still in development at the time of submission of this report.)

- Adoption Assistance Eligibility
- Advocating for Child and Adolescent Mental Health Services
- Applying the Reasonable and Prudent Parenting Standard
- Foster Home Licensing: Keys to Success
- Fostering Connections I: Partnering to Improve Health and Well-being of Children in Foster Care
- Fostering Connections II: Building Local Systems to Improve Health and Well-being of Children in Foster Care
- Introduction to the Monthly Foster Care Contact Record
- Methamphetamine: What a Social Worker needs to Know
- Money Matters: Foster Care Funding Basics
- North Carolina’s OSRI/Case Review Process: What to Expect
- Orientation to Prospective Foster Parents
- Orientation to the Public-Private Toolkit: Building Effective Partnerships with Private Child Placing Agencies
- Preventing Premature Case Closure in CPS In-Home Services: A Course for Supervisors
- Reasonable Efforts: What Supervisors Need to Know
- Supporting Effective Documentation: A Course for Supervisor
- Train the Trainer for Becoming a Therapeutic Foster Parent
- Welcome to Supervision

NC DSS has also partnered with NC State’s Center for Family and Community Engagement (CFFACE) to create both live online and on-demand online courses. Between July 1, 2017 and March 31, 2018, 177 people completed live online courses. Live online and on-demand courses offered by CFFACE are listed below and can be found here: https://cfface.chass.ncswu.edu/projects/family_engagement/dss/on_demand.php

- A Resource Parent’s Guide to Intellectual and Developmental Disabilities

- Balancing Act: Including Children and Young People in CFTs
- Believe and Achieve: Bridging the Gap!
- Child and Family Team Guide for Foster Parents
- Communicating and Collaborating Effectively in a CFT as a Guardian ad Litem, Social Worker or Facilitator
- Game Building as Engagement
- Guidance for Partnership Training
- How Loss Impacts Youth in Foster Care
- Journey is the Destination: Resilience, Protective Factors and Youth Success
- Leading the Way to New Outcomes: Risk, Resilience and Leadership
- Learning to Support, Include and Empower Lesbian, Gay, Bisexual, Trans and Questioning Youth in Substitute Care
- Let’s Talk Support: Natural Supports – How do we Help Families Find and Access them for CFTs?
- The Guardian ad Litem within the CFT Process
- The Third Dimension of Supervision: The Role of Supervisors in CFT meetings (*Note: This course can also be accessed on www.ncswlearn.org*)
- Widening the Circle: CFTs with Families Impacted by Domestic Violence

The number of webinars was reduced this year in order to create more online courses. Webinars for 2017-2018 are listed below.

- “Talking with Young People in Foster Care about Adoption”
- “Using the Data Profile to Support Your Agency’s Diligent Recruitment Efforts”
- “Introduction to NC’s Modified Child Welfare Policy Manual”
- “Child Welfare Practice and Safe Sleep”

9. Increasing training opportunities for TIPS-MAPP training for Spanish speaking foster parent applicants across the state.

The MAPP listserv, comprised of public and private staff who have been certified to deliver TIPS-MAPP, is utilized to link bilingual MAPP leaders with agencies requesting TIPS-MAPP in Spanish. Requests have been minimal for this state fiscal year. The Latino MAPP Workgroup is not active at this time. Further assessment is required to determine the need and what supports are available to meet the need.

10. Increasing the number of counties that send workers to required and ongoing training events to increase worker knowledge and skills to affect all child welfare outcomes.

In response to the continued demand for training, the Staff Development team has moved from a co-training model to a solo training model, with the exception of *Child Welfare Pre-service*. This has resulted in an increased number of training events for our high demand courses of CPS Intake, CPS Assessments, CPS In-Home, and Placement in Child Welfare.

Course	Fiscal Year	Number of Events
CPS Intake	16-17	11
CPS Intake	17-18	23

CPS Assessments	16-17	12
CPS Assessments	17-18	19
CPS In-Home	16-17	9
CPS In-Home	17-18	12
Placement	16-17	9
Placement	17-18	18

The table below compares total training completions for 2016-17 and 2017-18.

Time Period	Course Category	County Workers	Other Workers	TOTAL
7/1/16 to 3/31/17	Classroom-based, blended, online facilitated	6,104	382	6,486
7/1/17 to 3/31/18	Classroom-based, blended, online facilitated	4,101	224	4,325
7/1/16 to 3/31/17	Online on-demand courses	1,182	228	1,410
7/1/17 to 3/31/18	Online on-demand courses	2,487	354	2,841
7/1/16 to 3/31/17	Prospective Foster Parent online orientation		1,717	1,717
7/1/17 to 3/31/18	Prospective Foster Parent online orientation		2,405	2,405
7/1/16 to 3/31/17	Webinars	2,724	77	2801
7/1/17 to 3/31/18	Webinars*	749	63	812

* Overall number of webinars reduced from 8 to 4

Looking at all training delivered, a total of 7,246 training completions occurred between July 1, 2017 and March 31, 2018 from county DSS staff. This represents social workers from all 100 counties.

Completions for online on-demand courses increased by 16% in 17-18, while completions for classroom-based, blended and online facilitated decreased by 10%. NC DSS has not conducted an analysis of the data to ascertain the reason for this shift. The ease of accessibility to online courses and decreased costs for travel would obviously be beneficial to county DSS agencies.

In addition, NC DSS has initiated a process for collaborating with existing county DSS training staff to deliver the required preservice course, *Child Welfare in North Carolina*. This will increase availability of this foundational course in order to decrease wait time for counties to onboard new hires. The guidelines

for this initiative are structured to ensure successful training outcomes and adequate preparation and ongoing support of County trainers.

Any county child welfare staff with training facilitation experience may apply to co-facilitate *Child Welfare in North Carolina: Pre-service* by completing the following steps:

- Submit a completed and signed *DSS Child Welfare Training Co-Facilitation* application form. The application consists of two parts. Part 1 is to be completed by an authorized agency representative. Part 2 is completed by the county trainer applicant.
- Complete the following four Phases to qualify to train *Child Welfare In North Carolina: Pre-service*:
 - Phase 1: Attend the course in its entirety as a participant/observer and debrief each day with NCDSS trainers. (This includes participation in the Online portion of the course)
 - Phase 2: Attend the NCDSS Child Welfare “Train the Trainer” session. This is a face to face multiple-day session covering preparation for training, adult learning principles, partnership planning, training delivery, successful communication and communication hazards. It also incorporates partnership planning, training delivery and debriefing training by pairing participants to deliver small sections of the curriculum to Division staff.
 - Phase 3: Meet with NCDSS trainer(s) two weeks prior to co-facilitation to discuss course material and complete Partnership Planning Tool.
 - Phase 4: Co-facilitate assigned content of the curriculum with NCDSS trainer(s).

2. Update on Training Activities

New Courses and Webinars

This year North Carolina added the following new courses and webinars to its child welfare training system. Unless otherwise noted, more detailed information for each item below can be found at www.ncswlearn.org.

New Courses

- ***Child Welfare Services: Overview, Key Terms, and Resources***
Format: Online On-demand course (0.5 hr.) *Note: Available through www.FosteringNC.org*
Audience: Foster and adoptive parents and kinship caregivers
Description: Course gives a high-level overview and explains how foster/adoptive/kinship caregivers can get involved in strengthening child welfare services in North Carolina.
Title IV-E Administrative Functions this Training Addresses: Social Work Practice, Placement of Child
Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)
Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1
Duration: Full-time (offered 24/7 on an ongoing basis)
Provided by: Family and Children’s Resource Program, Jordan Institute for Families, UNC

- Communicating and Collaborating Effectively in a Child and Family Team Meeting as a Guardian ad Litem, Social Worker or Facilitator***

Format: Online On-demand course (2 hr.) *Note: Available through NC State University:*
https://cface.chass.ncswu.edu/projects/family_engagement/dss/on_demand.php

Audience: Guardians ad Litem, Child welfare professionals and CFT facilitators

Description: This self-paced, on-demand course will help GALs, social workers and CFT facilitators participate effectively and collaboratively in CFT meetings. Course places emphasis on role of good communication and role clarity.

Title IV-E Administrative Functions this Training Addresses: Social Work Practice, Family-Centered practice

Estimated Total Cost: \$10,000 (Direct Cost = \$9,000 + Indirect Cost = \$1,000)

Applicable Funding Sources: IV-B1, IV-B2

Duration: Full-time (offered 24/7 on an ongoing basis)

Provided by: Center for Family and Community Engagement at NC State University
- Critical Thinking in Child Welfare: A Course for Supervisors***

Format: Online On-demand course (2 hr.)

Audience: Child Welfare Supervisors employed by county DSS agencies.

Description: Teaches supervisors to cultivate essential critical thinking habits and skills in those they supervise.

Title IV-E Administrative Functions this Training Addresses: Supervision

Estimated Total Cost: \$32,267 (Direct Cost = \$29,040 + Indirect Cost = \$3,227)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (offered 24/7 on an ongoing basis)

Provided by: Family and Children’s Resource Program, Jordan Institute for Families, UNC
- Interviewing Preschool Children: The RADAR Jr. Forensic Interview Model***

Format: Classroom-based, (2-day training 24 hours)

Audience: Child Welfare Professionals employed by County DSS agencies.

Description: This two-day class is designed for child welfare social workers and supervisors who have already completed training in the RADAR Forensic Interview Model. This course presents an adaptation of the RADAR protocol for interviewing children between the ages of 3 to 5 years of age.

Title IV-E Administrative Functions this Training Addresses: N/A

Estimated Total Cost: \$21,994 (Direct Cost = \$19,794 + Indirect Cost = \$2,200)

Applicable Funding Sources: CAN

Duration: Short-term

Provided by: University of North Carolina – Psychiatry Department
- North Carolina’s Guardianship Assistance Program: A Course for Child Welfare Professionals***

Format: Online On-demand course (1 hr.)

Audience: Child Welfare Professionals employed by county DSS agencies.

Description: Explains how to implement North Carolina’s Guardianship Assistance Program.

Title IV-E Administrative Functions this Training Addresses: Placement of child, case management, recruitment/licensing of foster/adoptive homes & institution

Estimated Total Cost: \$32,267 (Direct Cost = \$29,040 + Indirect Cost = \$3,227)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (offered 24/7 on an ongoing basis)

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC

- ***Nuts & Bolts of Child Welfare Supervision***

Format: Classroom-based, 6-day training (39 hours)

Audience: Child Welfare Supervisors employed by County DSS agencies.

Description: This six-day learning course builds on and reinforces information supervisors learn within *Introduction to Supervision for Child Welfare Services*. The goal of this training is to assure that supervisors have the knowledge, skills, and values necessary to interpret and operationalize child welfare practice, policies and procedures.

Title IV-E Administrative Functions this Training Addresses: Supervision

Estimated Total Cost: \$148,038 (Direct Cost = \$133,234 + Indirect Cost = \$14,804)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Short-term

Provided by: The Methodist University

- ***Nuts and Bolts: Follow-Up Module 1***

Format: Online On-demand course (1.5 hr.)

Audience: Child Welfare Supervisors who participated in Cohort 1 of Nuts & Bolts

Description: This course supports supervisors' use of North Carolina's new revised policy manual introduced in 2017-18. It addresses the child welfare functional areas of Intake, Assessments, In-Home, and Permanency Planning. Cross Functional topics are incorporated as well.

Title IV-E Administrative Functions this Training Addresses: Supervision, Social Work Practice

Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Short-term

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC and The Methodist University

- ***Nuts and Bolts: Follow-Up Module 2***

Format: Online On-demand course (1.5 hr.)

Audience: Child Welfare Supervisors who participated in Cohort 1 of Nuts & Bolts

Description: Topics covered include the Supervisory Triad, ETHICS- ADL model, Seven Basic Elements of a Problem-Solving Model, and Supervision and Outcomes for Families. This course is intended as a supplement for classroom-based Nuts and Bolts of Child Welfare Supervision.

Title IV-E Administrative Functions this Training Addresses: Supervision, Social Work Practice

Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Short-term

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC and The Methodist University

- Orientation to the Supervisor Academy for Program Managers***

Format: Online On-demand course (1 hr.)

Audience: Child welfare program managers employed by NC county DSS agencies

Description: Provides an overview of how the Supervisor Academy came to be, specific courses that were developed as a component of North Carolina's Program Improvement Plan (PIP), and how managers and administrators can support supervisors to apply their learning.

Title IV-E Administrative Functions this Training Addresses: Case Management and Supervision

Estimated Total Cost: \$32,267 (Direct Cost = \$29,040 + Indirect Cost = \$3,227)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (offered 24/7 on an ongoing basis)

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC
- Promoting Normalcy: Supporting the Social and Emotional Development of Young People in Foster Care***

Format: Online On-demand course (1 hr.) *Note: Available through www.FosteringNC.org*

Audience: Foster and adoptive parents and kinship caregivers

Description: Course describes the reasonable and prudent parent standard and how foster parents can use it to help children and youth in their care experience "normal," developmentally-appropriate activities.

Title IV-E Administrative Functions this Training Addresses: Placement of Child

Estimated Total Cost: \$34,315 (Direct Cost = \$30,883 + Indirect Cost = \$3,432)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (offered 24/7 on an ongoing basis)

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC
- Using Data to Improve Practice and Performance***

Format: Blended live online, self-paced and classroom (14.5 hours)

Audience: Child Welfare Supervisors employed by County DSS agencies.

Description: Course provides child welfare agency supervisors knowledge and skills to implement a six-step continuous quality improvement (CQI) process. Supervisors will learn strategies for increasing commitment, accountability, and results within their teams

Title IV-E Administrative Functions this Training Addresses: Supervision

Estimated Total Cost: \$87,041 (Direct Cost = \$78,337 + Indirect Cost = \$8,704)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Short-term

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC
- Using Data to Improve Practice and Performance with Community Partners***

Format: Blended classroom and online (13.5 hours)

Audience: Child Welfare Supervisors employed by County DSS agencies.

Description: Course provides child welfare agency supervisors knowledge and skills to increase commitment and accountability of community partners. Supervisors will identify a community partner that is essential for improving at least one safety, permanency or well-being outcome, plan

and implement a small test of change using the six-step continuous quality improvement (CQI) framework.

Title IV-E Administrative Functions this Training Addresses: Supervision

Estimated Total Cost: \$87,041 (Direct Cost = \$78,337 + Indirect Cost = \$8,704)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Short-term

Provided by: Family and Children's Resource Program, Jordan Institute for Families, UNC

Cost Allocation Methodology

The Cost Allocation Plan (<http://www.ncdhhs.gov/control/cost/CAP/ToC.htm>) is divided into 15 sections. Section XII is specific to NC DSS.

The description of the estimated total cost and the cost allocation methodology for the NC DSS Training Plan can be found in Revenue Cost Center (RCC) Narratives (<http://www.ncdhhs.gov/control/cost/CAP/ToC.htm>).

For all types of training provided, multiple sources of funding may support training efforts. Different cost allocation methodologies are also linked to different funding sources.

The NC DHHS DSS Cost Allocation Plan is organized by Sections within DSS and by RCC. The RCC Narrative provides the description of services provide, the allocation base definition, the source of statistical data, the time period used and the programs that benefit.

The RCCs for the training plan are:

- 2422, DV Consultants
- 2430, Child Welfare Services Staff Development Team
- 2431, Child Welfare Services Staff Development & Training
- 2432, Trauma Grant Support
- 2475, Training Contracts
- 2480, Training Contracts Grants Funded
- 2481, Education Collaborative
- 2492, Training Center Community College Contracts
- 2494, Regional Training Staff
- 6039, Training Contracts
- 6094, Training Contracts
- 6055, Trauma Grant Contract

Course Revisions/Updates

During this state fiscal year, the Training Systems Workgroup continued the work of PIP Goal 1.2, which is to "Enhance the training system to support the consistent application of the revised policies and practices." The Workgroup conducted a gaps assessment based on analysis of data from the Program Monitoring team, OSRI reviews and lessons learned from fatality reviews. The workgroup formed 4 curricula subgroups to review gap analysis, revised policies and relevant competencies and learning objectives associated with each curricula topic (Intake, CPS Assessment, In-Home and Placement). This information is being used to revise the four curricula listed above. Initial drafts have been completed and are being reviewed by county and NC DSS staff. Final versions of the revised curricula will be

available for use by the Staff Development team to train statewide on the revised policy beginning July 1, 2018.

The Training Systems Workgroup was also tasked with strengthening the Transfer of Learning model for all curricula and mandating the utilization of the transfer of learning tool for county staff to ensure the social work competencies identified in the revised policies and practices are implemented consistently after staff attend training. A subgroup was established to review TOL models used in other states. Data received from the inclusion of the Transfer of Learning Tool with the Supervisor Academy was considered. The recommendation was made to adapt the Transfer of Learning tool currently used in Pre-service and the Supervisor Academy for inclusion in the four revised curricula mentioned above. An example of the Transfer of Learning tool is included in the Training Plan appendix.

Publications to Support Professional Development and Best Practice

- *Children's Services Practice Notes*. Sponsored by NC DSS and produced by the Jordan Institute for Families at the UNC School of Social Work, *Practice Notes* (www.practicenotes.org) provides North Carolina's child welfare professionals with information to enhance their practice and improve outcomes for children and families. Since July 1, 2017, one issue was published on the following topic:
 - Supporting the Transition from Foster Care to Independence (<http://www.practicenotes.org/v23n1.htm>)
- *Fostering Perspectives*. Sponsored by NC DSS and produced by the Jordan Institute for Families at the UNC School of Social Work, *Fostering Perspectives* (www.fosteringperspectives.org) brings child welfare professionals and foster and adoptive parents strategies and innovative approaches for working with the children in care. Two issues have appeared since July 2017.
 - Promoting the Resilience of Young People in Foster Care (<http://fosteringperspectives.org/?series=nov-2017>)
 - Resource Families Can Help with Recruitment, Retention (<http://fosteringperspectives.org/>)
- *Training Matters*. Sponsored by NC DSS and produced by the Jordan Institute for Families at the UNC School of Social Work, *Training Matters* (www.trainingmatters-nc.org) provides information on training and professional development to NC's child welfare workers and supervisors. Distributed electronically, the newsletter enhances the understanding, use, and impact of North Carolina's child welfare training system. The annual edition is published in May.

Ongoing Training Opportunities

A full calendar of training events is offered on a six-month basis each year. For the most recent course offerings and number of training events, see the Appendix.

Webinars

- ***Talking with Young People in Foster Care about Adoption***
Format: 90-minute webinar
Audience: Child Welfare Professionals employed by County DSS agencies.

Description: This webinar provides an overview of child-focused adoption preparation activities being used in North Carolina, as well as strategies for working with children who say they don't want to be adopted.

Title IV-E Administrative Functions this Training Addresses: Placement of child, Permanency Planning
Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (recording offered 24/7 on an ongoing basis)

Provided by: Jordan Institute for Families, UNC-CH

- ***Using the Data Profile to Support Your Agency's Diligent Recruitment Efforts***

Format: 90-minute webinar

Audience: Child Welfare Professionals employed by County DSS agencies.

Description: This 90-minute webinar explores Diligent Recruitment and Retention Data Profile – Program Planning Tool, which is part of our state's new Diligent Recruitment and Retention (DRR) plan and provides practical examples for agencies of all sizes on obtaining and using data to inform recruitment and retention of resource families. Information, resources, and strategies outlined in this webinar directly support efforts to achieve timely permanence and other outcomes we seek for children and families served by the foster care program.

Title IV-E Administrative Functions this Training Addresses: Placement of child, Permanency Planning, Recruitment and licensing of foster homes and institutions

Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (recording offered 24/7 on an ongoing basis)

Provided by: Jordan Institute for Families, UNC-CH

- ***Introduction to NC's Modified Child Welfare Policy Manual***

Format: 90-minute webinar

Audience: Child Welfare Professionals employed by County DSS agencies.

Description: Explains need for and purpose of changes to the policy manual, and describes the format and terminology.

Title IV-E Administrative Functions this Training Addresses: Social work practice

Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (recording offered 24/7 on an ongoing basis)

Provided by: Jordan Institute for Families, UNC-CH

- ***Child Welfare Practice and Safe Sleep***

Format: 90-minute webinar

Audience: Child Welfare Professionals employed by County DSS agencies.

Description: In this webinar, NC’s Chief Medical Examiner, the Medical Director of UNC’s Child Abuse and Neglect Service Team, and members of NC DSS Child Fatality Review Team will provide information and strategies to help improve on practice around “safe sleep”.

Title IV-E Administrative Functions this Training Addresses: Child Development, Social work practice

Estimated Total Cost: \$14,721 (Direct Cost = \$13,249 + Indirect Cost = \$1,472)

Applicable Funding Sources: Medicaid, IV-E Foster Care Admin., SSBG, TANF, IV-E Adoption Admin., IV-B1

Duration: Full-time (recording offered 24/7 on an ongoing basis)

Provided by: Jordan Institute for Families, UNC-CH

Cost Allocation Methodology – same as above

NC Child Welfare Training Events, SFY 2017-18

July 1- December 31, 2017

Course/Training Center	Months/Dates
Child Welfare Pre-service (14)	
Charlotte	Week 1: July 17 to July 21 Week 2: July 25 to July 28 Week 3: Aug. 1 to Aug. 4
Greensboro	Week 1: July 17 to July 21 Week 2: July 25 to July 28 Week 3: Aug. 1 to Aug. 4
Asheville	Week 1: Aug. 1 to Aug. 4 Week 2: Aug. 8 to Aug. 11 Week 3: Aug.15 to Aug. 18
Fayetteville	Week 1: Aug. 1 to Aug. 4 Week 2: Aug. 8 to Aug. 11 Week 3: Aug.15 to Aug. 18
Charlotte	Week 1: Aug.21 to Aug. 25 Week 2: Aug. 28 to Aug.31 Week 3: Sept. 5 to Sept. 8
Greensboro	Week 1: Aug.21 to Aug. 25 Week 2: Aug. 29 to Sept.1 Week 3: Sept. 5 to Sept. 8
Wake Co. DHS NRC, Wake Forest	Week 1: Sept. 5 to Sept. 8 Week 2: Sept.12 to Sept.15 Week 3: Sept.19 to Sept.22
Asheville	Week 1: Sept. 5 to Sept. 8 Week 2: Sept.12 to Sept.15 Week 3: Sept.19 to Sept.22
Fayetteville	Week 1: Sept. 5 to Sept. 8 Week 2: Sept.12 to Sept.15 Week 3: Sept.19 to Sept.22
Greensboro	Week 1: Oct. 2 to Oct. 6 Week 2: Oct. 10 to Oct. 13 Week 3: Oct. 17 to Oct. 20

Course/Training Center	Months/Dates
<p>Charlotte</p> <p>Asheville</p> <p>Fayetteville</p> <p>Wake Co. DHS</p>	<p>Week 1: Oct. 16 to Oct.20 Week 2: Oct. 24 to Oct. 27 Week 3: Oct. 31 to Nov. 3</p> <p>Week 1: Oct. 23 to Oct. 27 Week 2: Oct. 31 to Nov. 3 Week 3: Nov. 6 to Nov. 9</p> <p>Week 1: Oct. 30 to Nov. 3 Week 2: Nov. 6 to Nov. 9 Week 3: Nov.14 to Nov. 17</p> <p>Week 1: Oct. 30 to Nov. 3 Week 2: Nov. 6 to Nov. 9 Week 3: Nov.14 to Nov. 17</p>
<p><u>Adoptions (2)</u></p> <p>Asheville</p> <p>Greensboro</p>	<p>Aug. 22 to 25</p> <p>Oct. 3 to 6</p>
<p><u>CPS In-Home (8)</u></p> <p>Asheville</p> <p>Greensboro</p> <p>Fayetteville</p> <p>Wake Co. TBD</p> <p>Charlotte</p> <p>Chatham Co. DSS</p> <p>Greensboro</p> <p>Carteret Co. DSS</p>	<p>Aug. 22 to 25</p> <p>Oct. 3 to 6</p> <p>Oct. 16 to 19</p> <p>Oct. 17 to 20</p> <p>Nov. 14 to 17</p> <p>Nov. 14 to 17</p> <p>Dec. 12 to 15</p> <p>Dec. 12 to 15</p>
<p><u>CPS Assessments (8)</u></p> <p>Charlotte</p> <p>Beaufort Co.</p> <p>Alexander Co.</p> <p>Durham Co.</p> <p>Charlotte</p> <p>Fayetteville</p> <p>Duplin</p> <p>Greensboro</p>	<p>July 17 to 20</p> <p>Aug. 15 to 18</p> <p>Sept. 26 to 29</p> <p>Oct. 17 to 20</p> <p>Oct. 24 to 26</p> <p>Nov. 28 to Dec. 1</p> <p>Nov. 28 to Dec. 1</p> <p>Dec. 5 to 8</p>
<p><u>Foster Home Licensing (2)</u></p> <p>Wake Co. DHS</p> <p>Asheville</p>	<p>Oct. 11 to 13</p> <p>Dec. 12 to 14</p>
<p><u>Placement (10)</u></p> <p>Asheville</p>	<p>July 25 to 28</p>

Course/Training Center	Months/Dates
Fayetteville	July 25 to 28
Beaufort Co. DSS	Aug. 8 to 11
Greensboro	Aug. 22 to 25
Charlotte	Sept. 18 to 21
Alamance Co. DSS	Sept. 18 to 21
Greensboro	Oct. 17 to 20
Asheville	Oct. 17 to 20
Fayetteville	Nov. 28 to Dec. 1
Charlotte	Nov. 28 to Dec. 1
<u>Intake (12)</u>	
Asheville	July 19 to 21
Fayetteville	July 19 to 21
Greensboro	Aug. 23 to 25
Charlotte	Aug. 23 to 25
Fayetteville	Sept. 27 to 29
Greensboro	Sept. 27 to 29
Charlotte	Oct. 4 to 6
Wake Co. Library	Oct. 2 to 4
Edgecombe Co. DSS	Nov. 29 to Dec. 1
Asheville	Nov. 29 to Dec. 1
Ashe Co. Public Library	Dec. 6 to 8
Beaufort Co. DSS	Dec. 6 to 8
<u>DV Practice (3)</u>	
Charlotte	July 25 to 27
Fayetteville	Sept. 12 to 14
Asheville	Nov. 7 to 9
<u>Legal Aspects (6)</u>	
Guilford Co. DSS	July 12 to 13
Watauga Co.	Aug. 28 to 29
Cumberland Co. DSS	Nov. 2 to 3
Jackson Co. DSS	Nov. 14 to 15
Carteret Co. DSS	Dec. 12 to 13
<u>Intro to Supervision (3)</u>	
Charlotte	Aug. 2-4; Sept.13-15; Oct.4-6
Fayetteville	Aug. 9-11; Sept. 6-8; Oct. 18-20
Pitt	Oct. 11-13; Nov. 7-9; Dec. 6-8
<u>TIPS-MAPP Leader Update (1)</u>	
Chatham Co. DSS	July 25 to 27

Course/Training Center	Months/Dates
<u>TIPS-MAPP 8-Day Certification (4)</u> Charlotte Carteret Co. DSS Chatham Co. DSS Beaufort Co. DSS	Week 1: Aug. 22-25; Week 2: Aug. 29-Sept. 1 Week 1: Sept.19 to Sept.22 Week 2: Sept.26 to Sept.29 Week 1: Oct. 24 to Oct. 27 Week 2: Oct. 31 to Nov. 3 Week 1: Nov. 28 to Dec. 1 Week 2: Dec. 12 to Dec. 15
<u>Shared Parenting (2)</u> Duplin Co. DSS Charlotte	Oct. 5 to 6 Nov. 29 to 30
<u>Deciding Together (2)</u> Asheville Duplin Co. DSS	Sept. 7 to 8 Oct. 3 to 4
<u>Engaging the Non-Resident Father for Workers(2)</u> Asheville Fayetteville	Aug. 17 to 18 Nov. 1 to 2
<u>Fostering the Sexually Abused Child (2)</u> Fayetteville Greensboro	Aug. 15 to 18 Nov. 14 to 17
<u>Life Book (2)</u> Asheville Charlotte	Sept. 6 Nov. 28

January 1 - June 30, 2018

Course/Training Center/County	Months/Dates
(100-D) Child Welfare Pre-service (16) Greensboro RTC Charlotte RTC	Week 1: January 16 to 19 Week 2: January 23 to 26 Week 3: Jan. 30 to Feb. 2 Week 1: January 16 to 19 Week 2: January 23 to 26 Week 3: Jan. 30 to Feb. 2

Asheville RTC	Week 1: January 16 to 19 Week 2: January 23 to 26 Week 3: Jan. 30 to Feb. 2
Edgecombe Co. DHS	Week 1: January 22 to 25 Week 2: Jan. 30 to Feb. 2 Week 3: February 6 to 9
Fayetteville RTC	Week 1: February 5 to 9 Week 2: February 13 to 16 Week 3: February 20 to 23
Greensboro RTC	Week 1: March 5 to 9 Week 2: March 13 to 16 Week 3: March 20 to 23
Buncombe Co.	Week 1: March 5 to 9 Week 2: March 13 to 16 Week 3: March 20 to 23
Charlotte RTC	Week 1: March 12 to 16 Week 2: March 20 to 23 Week 3: March 26 to 29
Asheville RTC	Week 1: April 2 to 6 Week 2: April 10 to 13 Week 3: April 17 to 20
Fayetteville RTC	Week 1: April 9 to 13 Week 2: April 17 to 20 Week 3: April 24 to 27
Beaufort Co. DSS	Week 1: April 16 to 20 Week 2: April 24 to 27 Week 3: May 1 to 4
Charlotte RTC	Week 1: April 23 to 27 Week 2: May 1 to 4 Week 3: May 7 to 10
Greensboro RTC	Week 1: May 7 to 11 Week 2: May 15 to 18 Week 3: May 22 to 25

<p>Carteret Co. DSS</p> <p>Asheville RTC</p> <p>Fayetteville RTC</p>	<p>Week 1: May 29 to June 1 Week 2: June 5 to 8 Week 3: June 12 to 15</p> <p>Week 1: June 4 to 8 Week 2: June 12 to 15 Week 3: June 19 to 22</p> <p>Week 1: June 4 to 8 Week 2: June 12 to 15 Week 3: June 19 to 22</p>
<p><u>(ADP-A) Adoptions (2)</u></p> <p>Fayetteville RTC</p> <p>Charlotte RTC</p>	<p>March 27 to 29</p> <p>April 10 to 13</p>
<p><u>(CPM-A) CPS In-Home (4)</u></p> <p>Beaufort Co. DSS</p> <p>Orange Co. DSS</p> <p>Greensboro RTC</p> <p>Fayetteville RTC</p>	<p>February 20 to 23</p> <p>March 19 to 22</p> <p>April 24 to 27</p> <p>May 15 to 18</p>
<p><u>(CPS-B) CPS Assessments (11)</u></p> <p>Charlotte RTC</p> <p>Bertie Co. DSS</p> <p>Onslow Co. DSS</p> <p>Johnston Co. DSS</p> <p>Fayetteville RTC</p> <p>Charlotte RTC</p> <p>Asheville RTC</p> <p>Duplin Co. DSS</p> <p>Wake Co. DSS</p> <p>Caldwell Co. DSS</p> <p>Guilford Co. DSS</p>	<p>Feb. 28 to Mar. 2</p> <p>February 6 to 9</p> <p>February 20 to 23</p> <p>February 20 to 23</p> <p>March 6 to 9</p> <p>March 26 to 29</p> <p>April 17 to 20</p> <p>April 17 to 20</p> <p>May 15 to 18</p> <p>May 15 to 18</p> <p>June 5 to 8</p>
<p><u>(FFL-A) Foster Home Licensing (3)</u></p> <p>Asheville RTC</p> <p>Charlotte RTC</p> <p>Fayetteville RTC</p>	<p>March 7 to 9</p> <p>March 14 to 16</p> <p>May 23 to 25</p>
<p><u>(PLACE-A) Placement (8)</u></p> <p>Charlotte RTC</p> <p>Chatham Co. DSS</p> <p>Bertie Co. DSS</p>	<p>January 23 to 26</p> <p>February 6 to 9</p> <p>March 6 to 9</p>

Fayetteville RTC Brunswick Co. DSS Onslow Co. DSS Asheville RTC Charlotte RTC	April 3 to 6 April 24 to 27 May 8 to 11 June 5 to 8 June 5 to 8
<u>(INTAKE-A) Intake (11)</u> Brunswick Co. DSS Greensboro RTC Asheville RTC Fayetteville RTC Greensboro RTC Orange Co. DSS Charlotte RTC Carteret Co. DSS Halifax Co. DSS Charlotte RTC Asheville RTC	January 31 to February 2 February 14 to 16 February 21 to 23 March 27 to 29 April 11 to 13 April 18 to 20 April 25 to 27 May 2 to 4 May 16 to 18 June 6 to 8 June 13 to 15
<u>(DVPP) DV Practice (3)</u> Fayetteville RTC Greensboro RTC Charlotte RTC	April 11 to 13 May 2 to 4 May 30 to June 1
<u>(LAC) Legal Aspects (5)</u> Cumberland Co. DSS Mecklenburg Co. DSS Buncombe Co. DSS Robeson Co. DSS Jackson Co. DSS	February 6 to 7 March 20 to 21 April 25 to 26 May 15 to 16 June 5 to 6
<u>(SUP) Intro to Supervision (2)</u> Fayetteville Wilkes Co. DSS	Week 1: Feb. 28 to Mar. 2 Week 2: Mar. 26 to 28 Week 3: April 16 to 18 Week 1: April 4 to 6 Week 2: May 9 to 11 Week 3: June 6 to 8
<u>(CFA01-B) TIPS-MAPP 8-Day Certification (4)</u> Pine Knoll Shores Charlotte RTC Greensboro RTC	Week 1: Feb. 20 to 23 Week 2: Feb. 27 to Mar. 2 Week 1: Mar. 13 to 16 Week 2: Mar. 20 to 23 Week 1: April 24 to 27 Week 2: May 1 to 4

Asheville RTC	Week 1: May 15 to 18 Week 2: May 22 to 25
<u>(SP-C) Shared Parenting (2)</u> Alamance Co. DSS Beaufort Co. DSS	February 8 to 9 May 22 to 23
<u>(CFA03-B) PS-Deciding Together (1)</u> Alamance Co. DSS	February 6 to 7
<u>(NRF2) Engaging the Non-Resident Father for Workers(1)</u> Greensboro RTC	March 1 to 2
<u>(FAC) Fostering the Sexually Abused Child (2)</u> Greensboro RTC Asheville RTC	January 23 to 26 April 3 to 6
<u>(BOOK-C) Life Book (1)</u> Beaufort Co. DSS	May 24