

# **NATIONAL RESOURCE CENTER FOR CHILD PROTECTIVE SERVICES**

## **Technical Assistance Site Report**



Prepared for Alabama Department of Human Resources  
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## Three Year Strategic Plan

At the first planning meeting held on May 30, 2006, it was concluded that a three year objective for the continuing TA partnership between DHR and NRCCPS is to establish an operating program for making supervisors experts in safety management. With respect to that vision the following emerged as in need of TA attention:

- Evaluation of where safety intervention is going well and why
- Information gathering- Conduct focus groups for supervisors regarding what supervisors need in order to make model work; develop and conduct a survey statewide for all CPS supervisors.
- Facilitate a developmental process with consultants for the purpose of making experts out of consultants
- Begin laying groundwork with supervisors from smaller to larger scale process using methods such as critical thinking seminars
- Consideration of an optional approach to supervision in Jefferson County such as centralized supervision for CAN
- Emphasis must occur with both ongoing and CAN supervisors

The meeting arrived at recommendations for a work plan for May to September 2006 which might include:

1. Consultant involvement – preparation
2. Determination of supervisor need
  - a. Focus groups (positive/negative = good county; weak county)
  - b. Statewide survey
  - c. Status of safety intervention
3. Develop a 3 year strategic plan by September for DHR planning and decision making; the strategic plan could be devised with a special focus on Jefferson County.
4. Consider during 2006 – 2007 technical assistance objectives related to creating and providing hands on experiences for supervisors that represent the beginning development of a supervisor expert development program.
5. Consider during 2007 – 2008 technical assistance objectives that lead toward launching the supervisory development program.

## Site Visits and Information Collection Activities

Survey- A statewide survey was developed and sent to 239 CPS supervisors seeking ideas, perceptions, opinions about child safety intervention effectiveness and the relationship of supervision. 62 staff completed the survey. Opinion and feedback was sought about the need for the development of a professional learning program that would enhance the expertise of supervisors in child safety intervention. Specific interest with supervisor input about what level of effort and rigor would be required to make supervisors experts in all program areas of CPS.

Focus Groups- Each group facilitation and discussion was 90 minutes. NRCCPS debriefed after each focus group to compare notes about themes, opinions, and staff perceptions. The main focus question for all groups was, "What are the characteristics of a supervisor who is expert in implementing safety intervention?"

- Tuscaloosa County- On July 18-19, 2006, four focus groups were conducted at the Tuscaloosa County DHR office. The 26 DHR staff represented the program areas of C/AN, In-Home, and Foster Care (workers and supervisors.) Also interviewed were the Tuscaloosa County Director, Judy Young, and Program Supervisor, David Massey.
- Jefferson County- On August 29- 31, 2006, six focus groups were conducted at the Sheraton Hotel (a neutral site from the five regions.) Similar to Tuscaloosa County, 33 DHR staff represented the program areas of C/AN, In-Home, and Foster Care (workers and supervisors.)
- On September 1, 2006, one focus group was conducted with 8 state CPS consultants. They were well selected, representing a variety of regions across the state.

Information Sharing Meeting with State Management- On September 27, 2006 at the State office building in Montgomery the management team assembled to be informed of the findings of the information collection, discuss challenges and barriers, and decide on the next steps. Because of the detail of information that was collected throughout the process, it was decided beforehand that the development of a three year strategic plan should be post-poned until after the management team was able to have the opportunity to review and make decisions from the data. Present was Paul Butler, Shirley Scanlan, Sue Ash, Susan Sorrells, Wayne Holder, and Clint Holder. State management expressed the need to focus a change strategy for Jefferson County.

## Next Steps

- Plan and conduct two focus groups in Jefferson County with (1) Program Supervisors and (2) Regional Directors. Focus groups will seek to gather the same perceptions and opinions regarding the effectiveness of child safety intervention and supervision.
- Development of a strategic plan that targets change in practice with Jefferson County.
- Plan and conduct a strategic planning meeting in Montgomery with the State management team, NRCCPS, DHR Commissioner, and Regional Directors from Jefferson County. This meeting will include the decision about Alabama's future needs for the NRCCPS for the rest of fiscal year 2007.