

Program and Nomination Information

Prompted by the Child and Family Services Reviews and guided by Systems of Care values, important positive changes are taking place in child welfare practice across the country. To sustain and expand these changes, the child welfare system needs a skilled workforce more than ever before.

To meet this need, in fall 2008 the Children’s Bureau created the National Child Welfare Workforce Institute (NCWWI), a member of its Training and Technical Assistance Network. The purpose of the NCWWI is to build the capacity of the nation’s child welfare workforce by disseminating effective and promising workforce practices, engaging national peer networks, administering BSW and MSW traineeships, and facilitating leadership training for middle managers and supervisors. The NCWWI leadership training is developed and delivered by a Leadership Academy with two components:

- A Leadership Academy for Supervisors (LAS), which provides extensive online leadership training to child welfare supervisors (those providing direct supervision to front line workers). To learn about the LAS, visit www.ncwwi.org.
- A Leadership Academy for Middle Managers (LAMM), which provides extensive residential and web-based leadership training to child welfare managers who oversee programs and/or supervise supervisors and other managers. Middle managers typically include administrators, assistant directors, program managers, program directors, and training managers.

Together these academies will develop and implement a distributive, adaptive, and inclusive child welfare leadership training model that complements existing workforce and professional development initiatives and promotes transfer of learning to the workplace.

The Leadership Academy for Middle Managers

The Leadership Academy for Middle Managers is a national training program for middle managers who work in public and tribal child welfare systems and in private agencies that provide services traditionally provided by state child welfare agencies. **Its ultimate goal is to enhance the ability of middle managers to initiate and support organizational transformations that lead to sustainable systems change and improved outcomes for children, families, and communities.** The LAMM focuses on middle managers because when they are prepared to embrace, lead, and implement change, middle managers are ideal change agents—a natural force for creating innovation throughout the child welfare system.

The LAMM is coordinated by the Jordan Institute for Families, the research, training, and technical assistance arm of the University of North Carolina at Chapel Hill School of Social Work. Partners in the development, design, and delivery of the LAMM training include: the Children’s Bureau, universities within the NCWWI, the National Indian Child Welfare Association, family partners, and others with expertise in curriculum development, child welfare, and leadership and workforce development.

The Program

The Leadership Academy for Middle Managers is a holistic program with three main elements:

- Several hours of web-based work to prepare participants for the residential program
- An in-person, five-day residential program
- Peer networking and web-based activities after the residential program during which participants implement their Learning and Action Plans

This program will be offered to mid-level managers over a period of five years, 2009–2013. Participants will represent all ACF regions. Trainings will be held in Denver, New York City, Dallas, Seattle, and Philadelphia. Although the precise training dates and locations have yet to be determined, *Appendix A* provides a general outline of where and when these trainings will take place.

The Training

The training offered through the LAMM is not “Management 101,” nor is it a replacement for other foundational management training programs within child welfare agencies. Instead, the LAMM provides advanced training for emerging child welfare leaders in the areas of leadership skills and workforce development.

The LAMM is a competency-based learning program. By participating in it, middle managers will gain knowledge, skills, and abilities in a wide range of competencies and topics. For example, participants will learn to:

- Identify their personal leadership styles and use them to work with others to achieve systems change
- Implement proven strategies for retaining staff, creating optimal organizational climates, reducing the effects of compassion fatigue, and engaging in succession planning
- Assess an organization’s readiness to implement reform efforts
- Engage in collaboration by practicing “power with” instead of “power over” in leading change efforts
- Practice cultural humility, an innovative approach for working across cultures, both on interpersonal and organizational levels
- Move beyond family involvement to true family partnerships

- Use data to inform and guide their own change efforts
- Receive coaching and follow-up support as they apply leadership competencies to their own individualized Learning and Action Plans

Benefits

The LAMM provides the following benefits to participants:

- Enhanced skill in communication, leading change, building collaboration, and sharing organizational vision
- Insight into their personal leadership styles
- Concrete resources and tools for leadership skills and workforce development
- The opportunity to develop a Learning and Action Plan related to a critical local issue selected by the participant
- Individualized coaching, mentoring, and follow-up supports when participants get back home and implement their Learning and Action Plans
- Membership in a national and regional network of committed child welfare leaders
- Enhanced professional development for career growth

Other Program Details

Cost. The LAMM is offered at no cost to participants. This includes all travel and lodging expenses for the five-day residential training. Funding is provided through the U.S. Children's Bureau.

Evaluation. The NCWWI is working with the Children's Bureau to develop a state-of-the-art evidence-based, leadership academy for middle managers. A critical charge of the NCWWI is to evaluate the effectiveness of the model as a sustainable approach to developing leadership skills of child welfare managers. Therefore the NCWWI is conducting a rigorous, objective evaluation using multiple measures to determine the effectiveness of all its processes and major areas of activity, including the LAMM.

- As part of this effort, LAMM participants will be asked to complete workshop evaluations as well as brief web-based questionnaires at several points before and after the training.
- In addition, web-based questionnaires will be administered to LAMM participants' direct managers and to one staff person supervised by each LAMM participant.

Findings from all the Workforce Institute's projects, including the LAMM, will be presented at a national conference at the end of the five-year project period to provide meaningful information to grantees, their partnering child welfare agencies, and the field. All results from the LAMM evaluation will be strictly confidential and will only be reported as aggregate data.

Peer-to-Peer Networking. To maximize the impact of the residential training, graduates of the Residential Training program will also participate in a required peer-to-peer network to ensure transfer of learning and long-term sustainability and success.

Who Is Eligible to Participate?

There are no educational pre-requisites for participating in the LAMM. Selected participants will be a diverse group with one key characteristic in common: a proven track record of leading by reaching out and collaborating across systems. Participants will be selected to represent all ACF regions. Middle managers eligible to participate in the LAMM are those who oversee programs and/or supervise supervisors and other managers. They include child welfare administrators, assistant directors, program managers, program directors, and training managers from the following types of agencies:

- State, County, and Tribal child welfare agencies, including those at the central, regional, and district office levels
- Private agencies under contract with States or counties to provide mandated child welfare services, such as foster care or child protective services investigations.

Expectations of Supervisors / Administrators of LAMM participants

So that middle managers can apply what they learn and carry out their Learning and Action Plans, their administrations must be actively involved in their change efforts. Nominees must ensure their supervisor/administrator and agency fully support their participation in the residential training and peer-to-peer networking and are willing to be involved in the follow-up and evaluation process.

Nominees' supervisors/administrators are expected to support the nominee's participation in the five-day residential program and subsequent peer-to-peer networking activities and to give the nominee the opportunity to practice what he or she learns through the LAMM. As part of the LAMM evaluation, supervisors/administrators of LAMM participants are also expected to participate in a series of short, web-based questionnaires and to allow one staff person supervised by the participant to participate in a similar series of questionnaires.

Nomination Process

In collaboration with their supervisors, individuals eligible to participate in the LAMM (as defined above) should complete the attached nomination form and submit it by the nomination deadline. Submissions can be made in hardcopy, by faxing, or by scanning and sending as an attachment to e-mail. Send nominations to Katie Stella, LAMM Program Assistant, UNC-CH School of Social Work, Chapel Hill, NC 27599-3550, kstella@email.unc.edu, fax: 919/962-3653.

May I Nominate Myself? Yes, but all nominations must come with a signed pledge of support and commitment from the nominee's supervisor / administrator, as outlined on the nomination form.

Upcoming LAMM Events

The LAMM 5-day residential training will be offered for the first time on Sept 14-18, 2009 in Denver, Colorado. The intended audience for this event is middle managers from CB Regions 5 and 8. Additional LAMM training dates for other locations will be announced in the future.

Nomination Deadline

Nominations will be accepted and reviewed throughout the five year project, The specific dates for each event will be determined and announced on a yearly basis. However, for participation in the LAMM program from 2009-2011, the application deadlines for each region are as follows:

- **Denver nomination deadline: July 15, 2009**
- **Dallas, New York, and Seattle nomination deadline: November 1, 2009**
- **Philadelphia nomination deadline: January 1, 2010**

Selection Process

The LAMM will select as participants:

- Innovators—people who are perceived as leaders in their agencies/the child welfare community with respect to one or more specific change efforts. Innovators will be identified based on the extent to which they have demonstrated inventive, strategic approaches to change.
- Leaders whose actions demonstrate a commitment to interagency collaboration; cultural competency; individualized, strengths-based services; community-based services; accountability; and youth and family involvement.
- People from each federal region, as outlined in *Appendix A*.

Based on these criteria, participants will be selected in collaboration with the National Child Welfare Workforce Institute Advisory Committee and the LAMM Advisory Council. The Children's Bureau will approve all selected participants.

Selected participants will be assigned to a training event in their region sometime between fall 2009 and fall 2013.

If You Have Questions

Please contact Teresa Turner, LAMM Project Coordinator (teresatl@email.unc.edu) or Katie Stella, LAMM Program Assistant (kstella@email.unc.edu, 919/966-5932).

**APPENDIX A: Leadership Academy for Middle Managers
Regional Offerings of the 5-Day Residential Training**

Year	Sites	Children's Bureau Regions Reached
Year 1 2008-09	One Training Event 1. Denver (for Regions 5 & 8)	Region 5: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin, plus Tribes
		Region 8: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming, plus Tribes
Year 2 2009-10	Four Training Events 1. New York (for Regions 1 & 2) 2. Denver (for Regions 5 & 8) 3. Dallas (for Regions 6 & 7) 4. Seattle (for Regions 9 & 10)	Region 1: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, plus Tribes
		Region 2: New Jersey, New York, Puerto Rico, Virgin Islands, plus Tribes
		Region 5: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin, plus Tribes
		Region 8: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming, plus Tribes
		Region 6: Arkansas, Louisiana, New Mexico, Oklahoma, Texas, plus Tribes
		Region 7: Iowa, Kansas, Missouri, Nebraska, plus Tribes
		Region 9: Arizona, California, Hawaii, Nevada, plus Tribes
Year 3 2010-11	Four Training Events 1. New York (for Regions 1 & 2) 2. Philadelphia (for Regions 3 & 4) 3. Dallas (for Regions 6 & 7) 4. Seattle (for Regions 9 & 10)	Region 1: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, plus Tribes
		Region 2: New Jersey, New York, plus Tribes
		Region 3: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, plus Tribes
		Region 4: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, plus Tribes
		Region 6: Arkansas, Louisiana, New Mexico, Oklahoma, Texas, plus Tribes
		Region 7: Iowa, Kansas, Missouri, Nebraska, plus Tribes
		Region 9: Arizona, California, Hawaii, Nevada, plus Tribes
Year 4 2011-12	Four Training Events 1. New York (for Regions 1 & 2) 2. Philadelphia (for Regions 3 & 4) 3. Dallas (for Regions 6 & 7) 4. Seattle (for Regions 9 & 10)	Region 1: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, plus Tribes
		Region 2: New Jersey, New York, plus Tribes
		Region 3: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, plus Tribes
		Region 4: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, plus Tribes
		Region 6: Arkansas, Louisiana, New Mexico, Oklahoma, Texas, plus Tribes
		Region 7: Iowa, Kansas, Missouri, Nebraska, plus Tribes
		Region 9: Arizona, California, Hawaii, Nevada, plus Tribes
Year 5 2012-13	Two Training Events 1. Philadelphia (for Regions 3 & 4) 2. Denver (for Regions 5 & 8)	Region 3: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia, plus Tribes
		Region 4: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, plus Tribes
		Region 5: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin, plus Tribes
		Region 8: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming, plus Tribes
Year 5 2012-13	Two Training Events 1. Philadelphia (All Regions) 2. Seattle (All Regions)	All Regions: Sustainability sessions for state, county, and tribal child welfare training managers

LAMM Participant Nomination Form

We encourage you to attach additional pages if more space is needed.

*Submission Deadlines for the events through 2011 are as follows:
Denver: July 15, 2009
New York, Dallas, and Seattle: November 1, 2009
Philadelphia events: January 1, 2010*

I. ABOUT THE NOMINEE

Name: _____

Employer/Organization: _____

Title: _____ Years Working in Child Welfare: _____

Work mailing address: _____

Are you American Indian or Alaskan Native? yes no

If yes, what is your tribal affiliation? _____

Nominee's Signature: _____

1. How would you characterize the Nominee's leadership style? Please explain your answer.
2. The LAMM is interested in recruiting individuals who are leaders of their agencies/the child welfare community with respect to one or more specific change/innovation efforts. Tell us about a time when the Nominee effectively championed a new program or practice approach.
3. Describe how the Nominee has demonstrated commitment to one or more of the following principles: interagency collaboration; cultural competency; individualized, strengths-based services; community-based services; accountability; youth and family involvement.

II. ABOUT THE NOMINEE'S SUPERVISOR/ADMINISTRATOR

Name: _____

Employer/Organization: _____

Title: _____

Relationship to Nominee: _____

I wholeheartedly recommend this nominee for participation in the LAMM. If he or she is admitted, I agree to strongly support this person's participation in the five-day residential program and subsequent peer-to-peer networking activities, and agree to give the nominee the opportunity to practice what he or she learns through the LAMM. I also agree to take a series of short, web-based questionnaires as part of the LAMM evaluation.

Signature: _____

III. SUBMIT COMPLETED NOMINATION FORMS TO

Katie Stella, LAMM Program Assistant, UNC-CH School of Social Work, Chapel Hill, NC 27599-3550, kstella@email.unc.edu, fax: 919/962-3653.