



# Workforce Development Bureau

## Continuum of Professional Development

Everyone at CYFD should have an opportunity to learn and grow professionally. Professional development (PD) is a continuum of learning and support activities that helps an employee obtain knowledge, develop new skills, improve their practice, and advance their career.

The Workforce Development Bureau (WDB) provides professional development services across the continuum. WDB can assist managers and supervisors in tailoring professional development activities to the specific learning needs and desired practice outcomes for an employee, unit, or office, and support the rollout of a full continuum learning process.

### Professional Development Area #1

Self-Paced Learning

### Professional Development Area #2

Training

### Professional Development Area #3

Coaching

### Professional Development Area #4

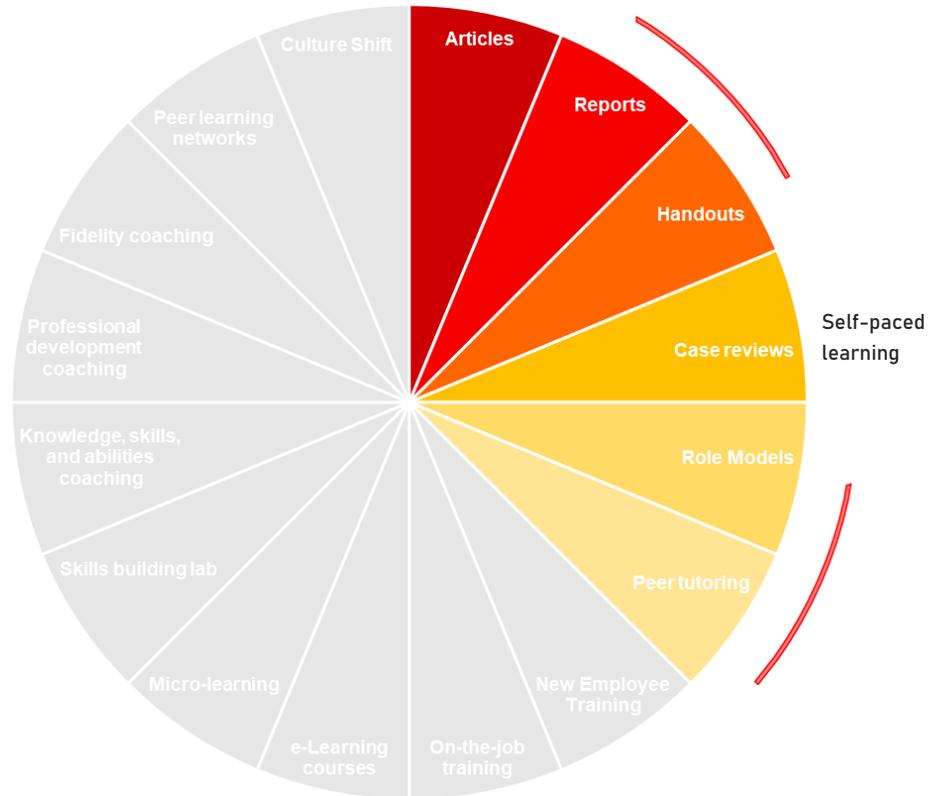
Culture Shift



# Professional Development Area #1

## About this service

- Personal or self-paced learning occurs when an employee seeks out new information and ideas based on their professional interests.
- The employee controls the pace and method of learning.
- Personal learning can help employees develop self-reliance and problem-solving skills.



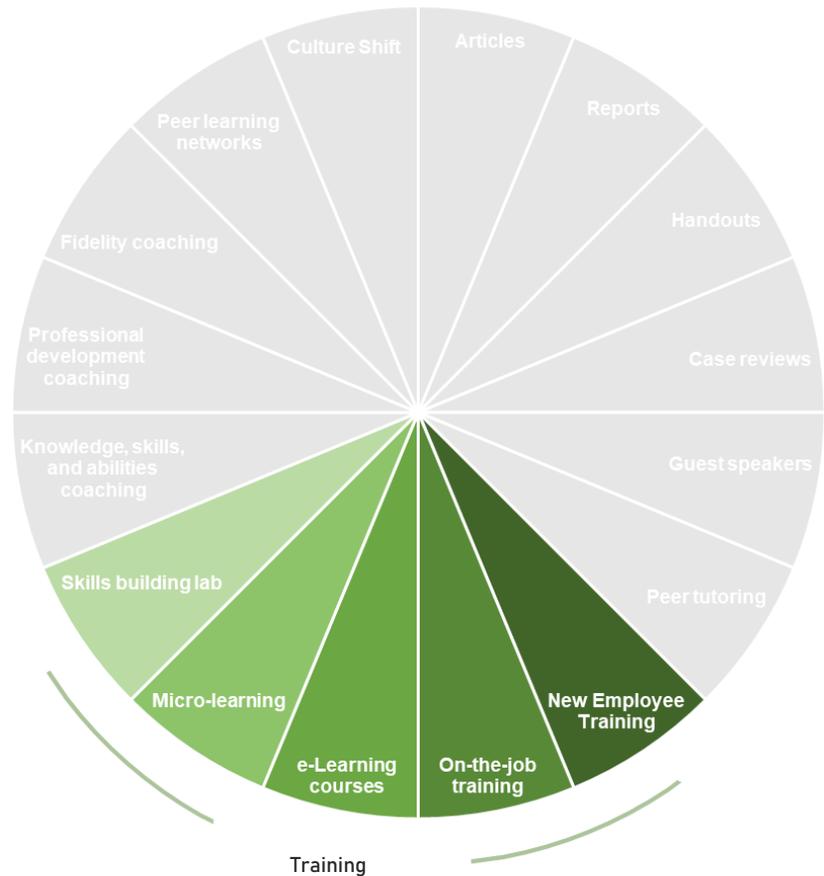
## This service includes:

- **Articles:** News, lifestyle, original research articles.
- **Reports:** Internal data reports, policy briefs, external policy and program reports.
- **Handouts:** Job resource aids, summary documents.
- **Case reviews:** Review of case history to promote learning around a certain aspect of case decision-making.
- **Role models:** Subject matter experts who are internal or external to the agency.
- **Peer tutoring:** Pairing of a high performing employee with a learner to promote knowledge, skills, and social support.

## Professional Development Area #2

### About this service

- Training promotes knowledge acquisition and skills development utilizing a variety of teaching methods.
- A directory of trainings offered by CYFD are available on Cornerstone, the agency's learning management system.



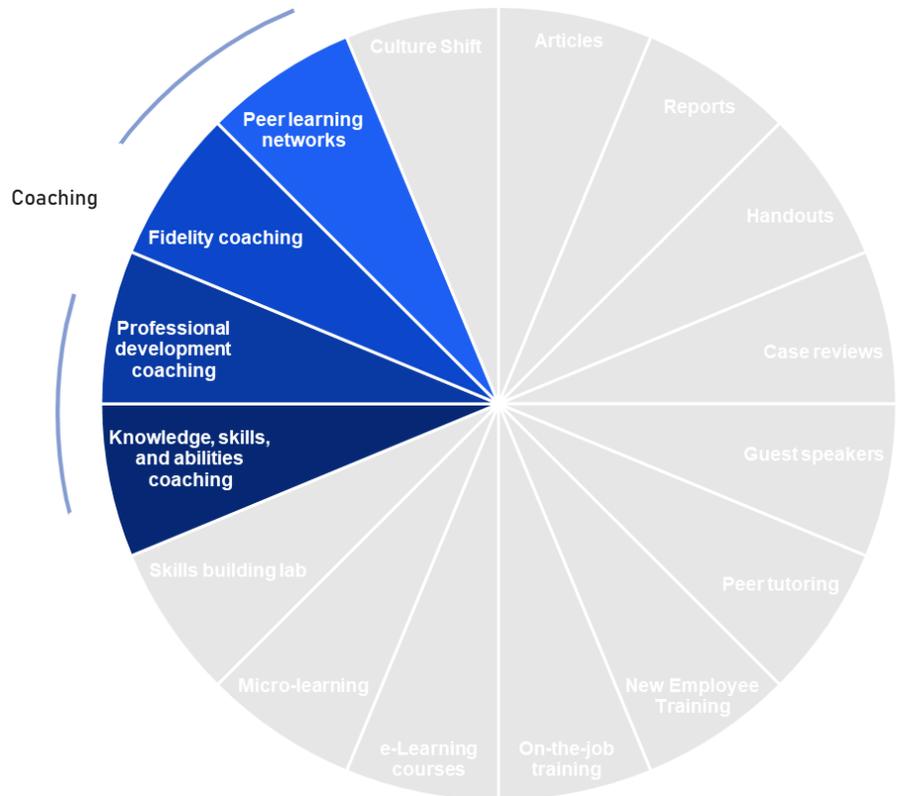
### This service includes:

- **New employee training (NET):** A five week foundational training course for new Protective Services employees.
- **On-the-job training (OJT):** Training for new employees that complements NET by providing hands-on learning through, shadowing, observing, case review, and other activities
- **e-Learning courses:** An electronic training course that is usually self-paced and produces a certificate upon completion.
- **Micro-Learning:** A short (less than 11 minutes) tutorial that aims to build a distinct skill or piece of knowledge, is appealing and engaging, and ends with an action item.
- **Skills building lab:** A hands-on training aimed at improving a specific skill set, provides opportunities for practicing the skill, requires high level of participation and peer interaction.

## Professional Development Area #3

### About this service

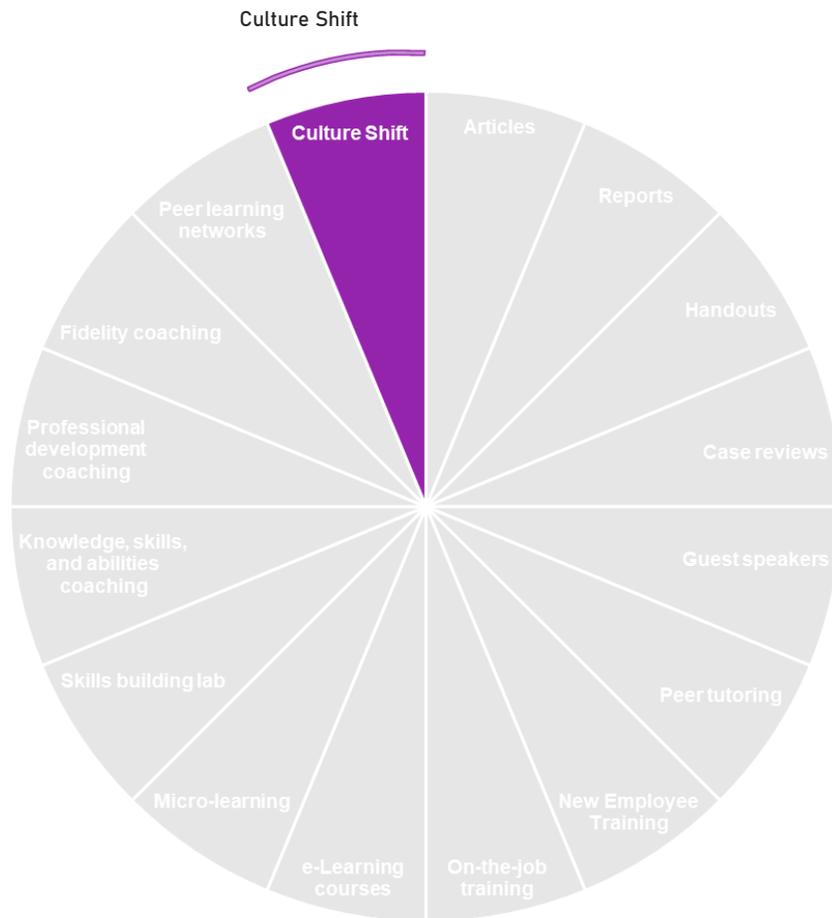
- Coaching is the process by which a coach creates structured, focused interactions and uses appropriate strategies, tools and techniques to promote sustainable change.
- Coaching helps employees and teams transfer learning from training into practice, achieve positive behavioral change, develop skills, and problem-solve. Coaching takes place with new and long serving employees, can be individual or team-based, and occurs at all levels of the organization (entry level to Division Director).



### This service includes:

- Knowledge, skills, and abilities (KSA) coaching: Helps the employee move from their current level to a higher level of professional practice through a skills assessment, goal setting, critical self-reflection and homework.
- Peer learning networks (PLNs): Provides an opportunity for employees in each region to develop positive working relationships with their peers and enhance their practice through self-guided learning and mutual support.
- Fidelity coaching: Helps the employee deepen their knowledge of CYFD practice models and initiatives (Safety Organized Practice, Structured Decision Making, etc.) and improve their ability to deliver the model with fidelity when working with children and families.
- Professional development coaching: Helps the employee identify their career goals and develop a plan for how the employee can use their tenure at CYFD to achieve those goals

## Professional Development Area #4



### This service includes:

- Organizational culture reflects the knowledge, attitudes, beliefs, and behaviors of the workforce.
- Making and sustaining positive changes in organizational culture requires an intentional, planned change process.
- Workforce Development Bureau staff utilizes models for organizational development theory to assist field teams in promoting positive culture shift that facilitates improved organizational, child and family outcomes.