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INTRODUCTION

Family Resources pursues its mission through the work of employees, volunteers and contractors who collectively comprise its "staff". To the degree that any member of the "staff" provides direct service to a client on behalf of Family Resources, they are doing social work for which the agency is responsible. They are acting as a social worker. Social workers, as professionals, are expected to practice with a high degree of skill based on a body of knowledge transmitted through organized programs of education and training. The qualifications, skill sets, and working context for each social work discipline practiced within Family Resources are identified in professional standards evidenced by licensing statutes and rules, accreditation standards, and funding requirements. To assure the provision of an appropriate standard of care to each client we serve, all Family Resources programs must meet or exceed the following benchmarks:

STAFF QUALIFICATIONS--PROFESSIONAL LICENSING REQUIREMENTS

Licensing requirements in most states, including Iowa and Illinois where Family Resources operates, recognize a distinction between basic and advanced (often referred to as clinical) social work practice. As defined by Iowa law, basic social work practice consists of providing:

...psychosocial assessment and intervention through direct contact with clients or referral of clients to other qualified resources for assistance, including but not limited to performance of social histories, problem identification, establishment of goals and monitoring of progress, interviewing techniques, counseling, social work administration, supervision, evaluation, interdisciplinary consultation and collaboration, and research of service delivery including development and implementation of organizational policies and procedures in program management.

By the same statute, advanced or clinical social work is described as providing, in addition to those activities, the following enhanced services:

...psychosocial assessment, diagnosis, and treatment, including but not limited to performance of psychosocial histories, problem identification and evaluation of symptoms and behavior, assessment of psychosocial and behavioral strengths and weaknesses, effects of the environment on behavior, psychosocial therapy with individuals, couples, families, and groups, establishment of treatment goals and monitoring progress, differential treatment planning, and interdisciplinary consultation and collaboration.

In general, licensing law provides that an individual properly qualified according to the standards of the particular discipline may perform basic social work when employed by an organization like Family Resources, while individuals performing any of the enhanced activities must, unless specifically exempted, possess an advanced degree and be licensed. Family Resources programs must comply with these requirements. In order to assure this compliance, the following benchmarks must be met in all direct service programs:

- ✓ All employees providing basic social work activities must meet the educational and experience qualifications established for those activities in the particular discipline as identified through legal, professional and accreditation standards.
- ✓ All employees providing advanced or clinical social work activities must, unless specifically exempted by law, be appropriately licensed and, minimally, must possess an advanced degree in social work or a related field.

STAFF QUALIFICATIONS--ADDITIONAL REQUIREMENTS

Beyond the professional licensing requirements discussed in the previous section, each program or discipline within the Family Resources array will have additional qualification requirements which apply to program staff. Major examples of those include:

- ✓ **COA:** Council on Accreditation Services Standards for each discipline provide staff qualification criteria for levels of service.
- ✓ **Program Licensing Regulations:** Licensed programs, those requiring a Group Care or Child Placing License, have minimum staff qualification requirements built in to their licensing regulations.
- ✓ **Government Purchase of Service Regulations:** Various programs providing services purchased from government payors (Iowa Group Care and FSRP contracts being major examples) are subject to contracted staff qualification requirements separate from those providing by licensing regulations.

- ✓ **Grant or Professional Coalition Requirements:** Programs subject to grant funding, or funding conditioned upon coalition membership requirements may have additional requirements provided as a condition to that participation.
- ✓ **Third Party Payor Contracts:** Third party payment arrangements, such as with private insurance carriers, often contain these requirements for the direct service staff whose work is being reimbursed.
- ✓ **Agency Imposed Requirements:** Family Resources, of course, through its governance structure and in recognition of its professional responsibility, retains the right to establish any criteria it deems appropriate for staff qualifications which meet or exceeds applicable legal requirements.

STAFF QUALIFICATIONS--JOB DESCRIPTIONS

It is the responsibility of each program within the Family Resources Array to identify the tasks required to provide the services needed to fulfill its mission. Those tasks are then evaluated to determine the qualifications required by the standard of care applicable to the particular discipline for the individuals who are to perform them. Assistance in making this evaluation is available through the agency's service governance structure (Service Leadership, CQI or Legal). Each position within the program must then be evaluated to determine which of the identified tasks the incumbent is expected to perform and the level of qualification and skill sets required to perform it. The results of this analysis will then be incorporated into the job description required for every position in the agency. Job descriptions for positions performing direct client service work must, in addition to general HR requirements, meet the following benchmarks:

- ✓ The direct service tasks which are an essential function of the identified position are clearly identified, and are directly related to activities required by the standard of care applicable within the particular discipline.
- ✓ The qualifications, credentials, and skill sets required to perform the tasks, within the applicable standard of care are clearly identified.
- ✓ The tasks, skill sets, qualifications and credentials of the job descriptions are re evaluated periodically and no less than every two years in light of the applicable standards of care.
- ✓ Selection criteria for all incumbents match the requirements of the job description.

TRAINING

Social work is a highly cognitive profession working from an ever expanding and changing knowledge base which, at Family Resources, must also include a strong grounding and understanding of the concepts and approaches of trauma informed care. A strong and continuing training program in the body of knowledge, combined experience and skill sets relevant to the practice provides an essential element to mission fulfillment. At Family Resources this need is recognized by a training program which combines agency level produced and sponsored opportunities, division and program level activities and in service programs, and, to the extent possible within budgetary constraints, support for staff attendance for external programs. Procedures designed to meet training needs are as follows:

NEW EMPLOYEE ORIENTTION AGENCY LEVEL

All Family Resources employees are required to complete our new employee orientation and training program. This broad ranging programs covers a number of subjects ad is provided in three full day sessions. Two days of this training are provided monthly and are to be completed within the first sixty days of hire. The third is provided quarterly and is expected to be completed with the first year of employment. Included within this program are the six hours of specific training needed to complete the Family Resources Trauma Informed Care Certification Program. (Please see next section for details). In addition, the employee will have received grounding in the following:

- ✓ An introduction to the history, mission, philosophy, and organizational structure of Family Resources with a descriptive introduction to services and service arrays by which the mission is accomplished.
- ✓ A brief introduction to our resource development and public relations practices and personnel.
- ✓ A discussion of the value of diversity awareness, diversity initiatives and diversity related policies and procedures.
- ✓ An introduction to Family Resources Professional Practices policy together with a full discussion of Client Confidentiality.
- ✓ Review of HR, payroll and benefit practices.
- ✓ Campus tour.
- ✓ An introduction to and discussion of The Helping Relationship, including skill building and important discussion of critical boundaries.
- ✓ Full training for certification in CPR.

TRAUMA INFORMED CARE CERTIFICATION PROGRAM

The concept of Trauma Informed Care is based on the understanding that underlying trauma as broadly defined is a major contributing factor to the functional difficulties being experienced by those we serve. Our approach to service in any discipline must therefor be undertaken within that context. That understanding must be pervasive within the agency to truly achieve such an objective. To assure a culture sensitive to this need, we require all staff, to attend and complete the Family Resources Trauma Informed Care Certification program within their first year of employment. This training consists of six two hour classes geared toward achieving an understanding of the factual basis for trauma informed care and the derivative approaches to service interaction emanating therefrom. This mandatory training is in addition to any other training required by virtue of an employee's particular position. The classes and their content are as follows:

Introduction to Trauma Informed Care

****Pre-requisite training before attending other 4 trainings**

This training is designed to provide basic understanding of the impact of trauma on the lives of the clients we serve including basic precepts of how trauma changes the development, growth, and functioning of the child and adolescent brains. Additionally, information is provided regarding the Trauma Informed Model of Care and Treatment and how the model, when applied, can impact the efficacy of treatment we provide

across the agency.

ACE Study Training

****Pre-requisite training before attending other 4 trainings**

Learn why childhood experiences effect children as they grow up through adolescence and into adulthood. See what compelling evidence show for these experiences even in the “best of families” and long term damaging consequences. Kari Ann Smith will lead this presentation in trying to understand how harsh experiences such as child abuse and neglect, growing up with domestic violence, substance abuse, mental illness, etc contribute to health problems in adulthood.

. Re-traumatization Training

****Need to attend Intro to Trauma and ACE Study as a pre-requisite**

In this training, we will re-define “Re-traumatization,” discuss how systems of care can re-traumatize clients with histories of trauma, identify the impact of re-traumatization on both consumers and on staff, as well as identify examples of re-traumatization in our own service setting.

Vicarious Trauma

****Need to attend Intro to Trauma and ACE Study as a pre-requisite**

Vicarious trauma is the process of change that happens because you care about other people who have been hurt, and feel committed or responsible to help them. Over time this process can lead to changes in your psychological, physical, and spiritual well-being. In this training, we will identify the impact of doing trauma work in all settings of the agency, outline strategies for building resiliency, and develop a proactive plan for self care to assist us in continuing to do great work in the environment of care that we work in.

Strengths Based Practice

****Need to attend Intro to Trauma and ACE Study as a pre-requisite**

Strength-Based Treatment is based on the belief that individuals possess abilities and inner resources that allow them to cope effectively with the challenges of living. It uses the strengths and resources that clients, their cultures, and their community possess in a client-owned and client-directed process of goal setting, solution building, and self evaluation. In this training we will identify the benefits of using strength-based approach to treatment versus other behavioral problem focused approaches. We will look at the research that promotes strength-based approach, explore staff beliefs and attitudes, and outline specific and practical ways to apply the information.

Sensory Application

****Need to attend Intro to Trauma and ACE Study as a pre-requisite**

This training will assist you in how to provide trauma specific structured sensory interventions with children/adolescents traumatized by violent or non-violent, yet traumatic incidents. Discuss issues related

to initiating and providing structured sensory intervention into individual/group sessions with traumatized children.

These classes are woven into the Family Resources new employee orientation program, the two prerequisite courses being available and expected within the first sixty days of employment, and the balance within the first year.

NEW EMPLOYEE ORIENTATION PROGRAM LEVEL

In addition to the general orientation program described above for all employees, each program or division within Family Resources must provide a basic orientation as soon as possible after hire which is relevant to the program and site which will be their place of assignment. The exact method and scope of that orientation will be detailed in program procedures but must meet the following benchmarks:

- ✓ Program variations for all topics covered in the basic orientation must be covered.
- ✓ Safety, emergency response and risk management procedures particular to the program and site are trained within the first week of employment.
- ✓ All initial or pre service topics required by the Council on Accreditation or external accreditation or regulatory sources for the particular program or discipline are provided in a timely fashion.
- ✓ Completion of mandatory reporter training through an agency sponsored or external program is arranged.
- ✓ Behavior management training, if applicable to the program, is completed in a timely fashion.
- ✓ The employee is orientated to facility and equipment use and regulation in a timely fashion.
- ✓ Training on medication management, disease prevention, first aid, emergency medical response and cpr, specific to program modalities is provided within the first year of employment.
- ✓ All other topics required within the initial period of employment by discipline or program specific standards are provided in a timely fashion.

AGENCY SPONSORED CONFERENCES AND WORKSHOPS

Each year Family Resources strives to sponsor or co sponsor one or more symposia to provide an enriching professional continuing education opportunity featuring recognized leaders and teachers in topics which are relevant to our work.

These conferences are often certified for CEU credit and attract strong regional attendance among the helping professions. Family Resources staff are provided tuition free attendance and every effort is made to adjust working assignments to maximize the number of individuals who may benefit from the opportunity.

CONTINUING IN SERVICE TRAINING

One of the challenges presented by the wide variety of disciplines represented by the Family Resources array of services is the development of a comprehensive training program sufficient to meet all needs. Part of the response to this challenge is met by agency in service trainings as follows:

- ✓ **Management Training:** Family Resources holds an agency Supervisor's Meeting on the second Friday of each month for three hours. At least an hour of this meeting is devoted to training relating to knowledge bases and skills related to their responsibilities.
- ✓ **Agency In Service:** The agency sponsors periodic in service trainings utilizing internal and outside resources on specialized topics.
- ✓ **Program In Service:** Each program develops a series of in service trainings which relate directly to the work they do.
- ✓ **Training Calendar:** Each month, through the facilitation of the HR department an agency training calendar is published disclosing time, location and topic of all agency in service training programs and indicating eligibility for attendance.

WORKLOAD--PERSONNEL UTILIZATION

Identifying the tasks, qualifications, and skills mandated by best practice standards is only the first step in assuring that our mission is fulfilled. The next important step involves the manner in which we determine the aggregate of positions within the agency required to do the job and the manner and context within which individual workload is managed.

HUMAN RESOURCE ALLOCATION:

Human resource allocation is the process by which it is decided on the program and agency level the numbers of qualified individuals required and available to efficiently and effectively meet service demands that relate to mission fulfillment. This is an ongoing process that is renewed at least annually in coordination with (or in preparation for) the budgeting procedure. The result should be a program and agency level human resources plan which takes into account the following factors:

- ✓ Changes or evolutions in practice standards.
- ✓ Changes or evolutions in service objectives.
- ✓ Results from quality improvement processes.
- ✓ Availability of resources as they impact scope of operations.

Program staffing plans are presented and reviewed with the agency executive function during ongoing pre budget and budget meetings incorporated in the annual program and agency budget adopted by the board of directors prior to July 1 of each year.

WORKLOAD MANAGEMENT:

Workload management refers to the operational processes by which cases are assigned to the individuals and teams who are to provide the service. This process, by necessity, will have a different "look" from program to program as it is influenced by the particular nature of the case work within the discipline. As an agency, however, we require that workload management, however it is accomplished in detail, be done in accordance with recognized best practice principals. In general, those principals require:

- ✓ Realistic, ongoing assessment of the time required to accomplish required tasks and responsibilities.
- ✓ Volume of service needs of new and current clients.
- ✓ Assessment of level of need for client population.
- ✓ Case ratios and case supervision requirements as ascertained from regulatory, accreditation, and standard of care sources.
- ✓ Individual client needs based upon assessment and service planning as they relate to available staff resources (qualifications and skills of individual staff).
- ✓ Prioritization and triage needs in the event referrals for service exceed capacity.

To operationalize this procedure, each program is required to develop a written protocol for case assignment and workload management which addresses, at a minimum, each of the above benchmarks. That protocol must receive approval of the agency service governance structure and should be reviewed and adjusted as necessary and no less than annually.

SUPERVISION

In the social service setting, supervision encompasses more than just a chain of command--who tells who where and when to work and what to do. It is, in fact, a system which is directed to assuring that Family Resources' responsibility to provide actual services which meet or exceed accepted professional standards is fulfilled. Depending on the model of service delivery and qualifications of staff and management in a particular program, all supervision may be provided through organizational hierarchy, or it may be provided a dual concept of direct and clinical supervisor, or through group supervision. Ultimately, it is the responsibility of the agency service governance structure, under the direction of the Vice President for Professional Services to assure that a formal system is in place in all disciplines which meets or exceeds the following criteria:

- ✓ Ratios of direct service supervisors to staff do not exceed acceptable standards (one to seven or as adjusted according to relevant criteria under current COA standards).
- ✓ Persons providing service supervision possess the professional qualifications to perform, supervise or train the service work for which they are responsible, as determined from professional, licensing, accreditation or other identifiable standards.
- ✓ Persons providing service supervision demonstrate the knowledge and skills to provide case consultation and to educate staff in the exercise of the skill sets required for the individual discipline.
- ✓ The supervision system in place allows sufficient time for staff with supervisory responsibility to conduct all the activities required of them, including supervisory conferences, evaluations and training.



PRACTICE AND PROCEDURE MANUAL
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