



How Training and
Organizational Development Support

Local Change and Innovation



Presented at the Office of Family Assistance Region IX TANF Administrators
Innovative Solutions Workshop, September 22, 2011



UC DAVIS
EXTENSION
CENTER FOR HUMAN SERVICES

Center for Human Services

- Serve counties throughout California and tribes nationwide
- Case management training
- Leadership and supervisory development
- Organizational effectiveness and technical assistance
- Public assistance, child welfare, child care and collaboration

What Counties and Tribes Face

- Decreasing resources and skyrocketing caseloads
- New service delivery models (on-line applications, call centers)
- New clientele
- Generational change in agency leadership and workforce

Change, Change, Change

- Continuous: Legislation, policy, technology, workforce, clients
- Massive: Affordable Care Act
- In California: Realignment

What Remains the Same

“Being here for people when they need help is why county social service agencies exist—whether it is online, by phone or in person.”

Phillip Browning, Director
Los Angeles County Department of Public Social Services
in *Capitol Weekly*, 8/4/11

Areas of Support, Change and Innovation

Call Centers

Training

- Staff—worker-client interactions
- Supervisors—how to supervise, mentor and coach call-center staff

Technical assistance

Assess system issues and implement consistent practices

Customer Service

Developing a culture of service

Bringing along a new generation of staff

Structured Programs

Supervisory Effectiveness Program

Leadership Development Program

Coaching

In conjunction with Leadership
Development Program

One-on-One

Facilitating Change

Examples

- Integration with other county services (alcohol and drug, mental health, public health)
- Consolidation of programs, departments
- Reorganizations following retirements of key leaders

Activities

- All-staff meetings
- Work groups
- Guide and drive the process
- Follow through

Training Consortia

Cooperative training, across county lines

Exchange curriculum, policies and other resources

Regional groups and Inter-County
Training Consortium

Tribal TANF

Unique needs

Comprehensive services

Organizational assessment

Operational analysis

Strategic planning

Case management training

Training for trainers

Good things are happening at the local level

There are creative and devoted young leaders working hard and fast to mobilize agency and community resources.

They're working together, across program lines, to streamline processes, leverage technology, develop themselves and their staffs, increase customer satisfaction, and improve outcomes.

They're making a difference.

Questions?

Contacts

Julie Gondry

Program Director

(530) 867-4390

jmgondry@ucdavis.edu

Jann Donnenwirth

Program Director

(530) 754-1499

jdonnenwirth@ucdavis.edu

Center for Human Services

UC Davis Extension

1632 Da Vinci Court

Davis, CA 95618

www.humanservices.ucdavis.edu