

Reference Guide for OCWTP Coaches

I. The Role of the OCWTP in Developing Competence

The Ohio Child Welfare Training Program (OCWTP) is a statewide, comprehensive competency-based in-service training system primarily serving Ohio's public child welfare staff, foster and adoptive families. Developing skilled professionals and providing for continuous learning is far more complex than simply offering classroom training sessions. It involves the coordination of program components such as developing trainers, designing training that matches the competency needs of current child welfare professionals and coordinating new delivery strategies to meet ever-changing environments.

Alternative training delivery methods like coaching has increasingly become a major initiative of the OCWTP. Implementation research indicates coaching is a worthwhile investment for Public Children Services Agencies (PCSAs) wanting to ensure staff use the skills learned in training when they return to the field. A 95% gain is found in skill used on the job when learners are coached after training, compared to only a 5% gain without coaching (Joyce and Showers, 2002).

The OCWTP completed a targeted training needs data collection across the state. The focus groups consistently voiced interest in and a need for coaching. In 2010, the OCWTP developed an infrastructure to support county specific coaching and prepared child welfare practitioners to go into counties to coach priority skills to directors, staff, foster and adoptive families. The OCWTP recruited coaches from current and recently retired child welfare practitioners and directors. They were selected because of their specialty skills and their experience matched specific coaching needs identified by PCSAs.

II. OCWTP Definition of Coaching

Coaching is a process in which a coach uses specific strategies to help learners improve performance and contribute to improved agency practice and outcomes. The OCWTP Coaching Program defines coaching as separate from mentorship. While the coaching relationship is formal, time-limited, focused on specific skill development; the mentoring relationship is informal, voluntary, focused on overall professional development, and is usually not time-limited. A coach is focused on teaching and supporting specific job skills; mentors are usually focused on the individual, his or her career, and individual growth.

The OCWTP Coaching Program follows the seven coaching stages taught throughout the six-hour “*Training for Coaches*” course. These include:

- Establish the foundation for coaching
- Co-create the coaching relationship
- Observe and analyze
- Create the coaching plan
- Facilitate the learning
- Monitor and follow-up
- Document and reward

The Coaching Stages

III. Initial Questions asked of Potential Coaches

The OCWTP recruits coaches that can meet the identified training needs of child welfare staff, directors, foster and adoptive caregivers. The most desired coaches have significant training and coaching experience, are knowledgeable about the field of child welfare, and have a specific area of expertise. You can expect to be asked the following questions if you are recruited to become an OCWTP coach.

- What is your coaching experience?
- What skills do you have that would be utilized in a coaching relationship?
- What is your expertise?
- What is your experience and knowledge of child welfare?
- What is your availability to coach and do you have any geographic limitations on travel?
- What is your comfort level and skill with technology?

Potential coaches should go to the [Universe of Competencies](#) page on the OCWTP website. Review the competencies as a means of identifying your areas of expertise and skills. You will be a “good fit” with OCWTP if you have extensive skill, knowledge and experience in a competency area identified as a high-priority need by the system.

IV. Approval Process for Coaches

Potential coaches should work with an OCWTP representative to ensure their area of coaching expertise is a need for the training system before completing any of these forms.

Applicants complete the following steps in order to become an OCWTP coach:

- Complete the OCWTP [Coaching Application](#)
- Secure three [references](#)
- Read and complete the OCWTP's [Statements of Understanding](#)
- Provide a recent resume or vita
- Complete an interview with an OCWTP representative
- Complete [two forms](#) for inclusion in E-Track and Fiscal Data Base
- Attend and complete the OCWTP six-hour *“Training for Coaches”* course

After the interview is completed, the OCWTP representative will:

1. Approve you as an OCWTP coach in specific skill areas.....OR
2. Determine your expertise and experience do not meet a need of OCWTP at this time.....OR
3. Plan for further assessment

So now you are an approved OCWTP coach, what can you expect.....?

V. New Coach Tasks

After you have been approved to become an OCWTP coach, the OCWTP representative sends an announcement to all eight Regional Training Centers (RTCs) and the OCWTP State Training Coordinator (Institute for Human Services/IHS).The announcement includes your contact information, experience and approved competency areas. RTCs are given access to your electronic file containing your application materials. You may want to contact each RTC to introduce yourself and answer any questions they may have about your areas of expertise. RTC staff will contact you with requests to conduct coaching assignments that meet the specific needs in their regions. Only RTCs or the OCWTP State Training Coordinator (IHS), not individual county agencies, can contract with you and arrange for payment using OCWTP funds.

Next steps for you include:

- Familiarize yourself with E-Track, our learning management database. Use this link: <http://ocwtp.net/E-Track/FacilTrng.html> to go to the E-Track Facilitator training page. The training page will guide you through locating, logging into, and navigating E-Track as well as information regarding your coaching data. Information in E-Track is ready and waiting for you to log in and explore.
- Follow this link <http://www.irs.gov/pub/irs-pdf/fw9.pdf/portlet+3> and submit your W-9 to Laura Howell at lhowell@ihs-trainet.com. The OCWTP needs this information to issue payment to you and to file with the IRS.
- Schedule to complete the *Diversity* requirement within a year of your approval date. This can be done by contacting Beth Ann Rodriguez at brodriguez@ihs-trainet.com.
- Prepare a biographical paragraph to be used by the RTCs to introduce you and advertise your coaching areas of expertise. [View a sample.](#)
- Verify with Debra Sparrow at dsparrow@ihs-trainet.com that you have been added to the list to receive *Common Ground*, the OCWTP trainer newsletter, and the listserv, an information email sent approximately every six weeks. This way you are kept informed of the OCWTP news and initiatives.
- Remain current in your content areas by reviewing new research. Know how to critically evaluate the research and consider how you would incorporate these findings into your coaching activities.
- Review the electronic contract sent by DocuSign prior to coaching events to ensure information is correct. You can electronically sign the contract using DocuSign. You need to accept or decline the contract or else you receive a reminder every 7 days from DocuSign. Initially, the DocuSign email may be flagged in your spam or junk email.

VI. Coaching Responsibilities

Coaching responsibilities are outlined in the OCWTP Policy Manual and the coaching contract including, but not limited to, the following:

- Coaches collaborate with the RTC to determine the focus of the coaching activity. There should be a clear agreement upon how coaching information is exchanged among coach, individual(s) to be coached, PCSA supervisor or director, and the OCWTP representative.

- Coaches must respect confidentiality of the individual(s) when conducting the coaching session.
- Coaches work with the OCWTP to insure the coaching activity is respectful of the diversity of the individual to be coached and promotes diversity competence.
- Coaches should contact the OCWTP representative prior to the coaching activity to verify and confirm dates, times, and other information related to the learning activities.
- Coaches assume responsibility for all travel, lodging, personal arrangements and costs while completing the activities outlined in the contract.
- Coaches should immediately notify the OCWTP representative of any changes in circumstances which would prohibit or reduce the capacity of the coach to carry out the obligations and activities outlined.
- If the coach believes the coaching activity is not achieving the desired results, the coach should communicate this immediately to the OCWTP representative.
- Coaches are expected to comply with Federal Copyright Law when selecting material for use in coaching activities.
- Coaches are to submit the coaching log to the OCWTP representative by the 28th of the month in which coaching activities occurred.

The RTCs and/or the OCWTP State Training Coordinator (IHS) provide technical assistance to coaches as needed in the implementation of the coaching activities.

A coach that fails to meet these responsibilities may have his/her contract cancelled and/or may have full or partial payment withheld.

VII. OCWTP Coaching Process

The OCWTP has developed an infrastructure to support on-site and in-the-field coaching for PCSAs. Coaching requests are filtered through the RTCs. In most cases, RTCs take the referral, initiate the coaching agreement, assign a coach, and contact the OCWTP Training Coordinator if they need a recommendation for a coach. RTCs initiate contracts, maintain forms, track activities of the coach, approve payments for the coaching activities, and send evaluation forms to the coaching recipient. [RTC Coaching Flow Chart](#)

The forms used in the coaching process are available under Section VIII of the [Trainer Resources](#) page of the OCWTP website and include:

- **Coaching Agreement:** The Coaching Agreement form outlines the nature of the coaching relationship, communication responsibilities, and readiness issues. It is signed by the OCWTP representative, the county representative and a copy provided to the supervisor of the individual receiving the coaching services.
- **Coaching Plan and Summary:** The Coaching Plan is developed collaboratively with all key stakeholders and clarifies expectations, roles, and responsibilities at the beginning of the coaching event. The Summary and the remainder of the form complete the process. It includes the skills addressed, corresponding competencies, behavioral scales that allow the OCWTP to assess before and after ratings, any action steps completed and a developmental plan.
- **Coaching Documentation:** The Coaching Documentation form is used by the coach to track activities, dates, location of coaching, participants, and any notes.
- **Coaching Log:** The Coaching Log is for tracking and payment purposes and includes dates, number of hours, county, individual receiving the coaching services and their position, content coached, location and type of coaching. The coaching log is to be submitted no later than the 28th of each month to the RTC.

Coaching forms, requirements, and rationale

VIII. Evaluation

The OCWTP Coaching Program collects data from several sources to assure coaching meets the needs of constituents.

- Both the learner and the learner’s supervisor are asked to complete an online survey at the completion of the coaching intervention. This survey is launched through Survey Gizmo, an online survey software tool, and sent by RTCs. Individual survey data is provided to coaches, and aggregate data is reviewed by the OCWTP Coaching and Skill Building Work Team.
- Periodically, coaches are asked to provide feedback regarding the coaching program. This information is collected through a Survey Gizmo survey. Items include information such as efficiency of coaching forms, potential resources for the OCWTP coaches, and feedback on the coaching process, etc.
- A random sample of completed coaching interventions is conducted quarterly. The OCWTP State Training Coordinator contacts the learners and supervisors identified in the sample to conduct a guided phone follow-up interview. The purpose of the interview is to gauge the impact of the coaching event on job performance.

- Lastly, the OCWTP Coaching and Skill Building Work Team utilizes aggregate data from coaching plans, summaries, and logs to identify coaching trends, average time needed for coaching interventions, and general information regarding who utilizes the coaching program.

IX. Remuneration for Coaches

The OCWTP State Training Coordinator manages the payment process for coaches. The fee rates are determined by the OCWTP Statewide Steering Committee. At the end of every month, the OCWTP State Training Coordinator (IHS) invoices ODJFS for all the learning activities conducted in that month. ODJFS then processes the invoice, which takes approximately 30 to 60 days. Once the OCWTP State Training Coordinator (IHS) receives the funds from ODJFS, payment is made immediately. On average, you can expect to be paid within 60 to 90 days after your coaching log has been approved by the RTC and submitted to the OCWTP Statewide Training Coordinator.

Compensation is made for the following coaching activities:

- Up to one hour for preparation and to respond to the coaching request (includes initial phone calls, scheduling, etc.). Prior approval for additional time by the OCWTP representative is required.
- Coaching sessions on site or by teleconference based on the coaching plan as agreed upon by the coach and the OCWTP representative (includes meeting with supervisor and worker).
- Up to two hours/per participant for documentation and summary is permitted.
- These guidelines can be applied to small groups as well as individual coaching sessions.

X. OCWTP Support and Development

OCWTP is invested in supporting coaches as they develop their skills through a wide range of intervention and opportunities. You can request assistance from the RTC and/or the OCWTP Training Coordinator for coaching skill-building opportunities.

Resources

- [OCWTP Website](#)
- [OCWTP Glossary of Terms](#)
- [OCWTP Policy Manual](#)
- [OCWTP Roster](#)
- [Coaching in Child Welfare](#)
- [Skills of Master Coaches](#)
- [The Child Welfare Skills Based Model](#)