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# Connecting Policy to Practice through Training System Redesign

Fall BPRO Conference

Presenters:

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## EVALUATION

Robust training evaluation to measure results and support continuous quality improvement



## PRE-SERVICE FOUNDATIONAL

Academy-style, cohort-based foundational training

## LEARNING TECHNOLOGY

Modern learning technologies, including simulation lab

## LEADERSHIP

Leadership training and support for supervisors, managers, and executives

## ADVANCED/SPECIALIZED

Additional courses to support advanced and specialized practice

# The Scale of Service... (CY24)

- VDSS-LTD is a “Top 5” provider (by volume) of training among state agencies



- 55,717 learner completions this year



- 439 instructor-led training sessions



- 1649 new employees\* so far in 2024



# The Context...

- 2017 Assessment



- Pandemic



- New Opportunities



- Benefits Division



# The Value...

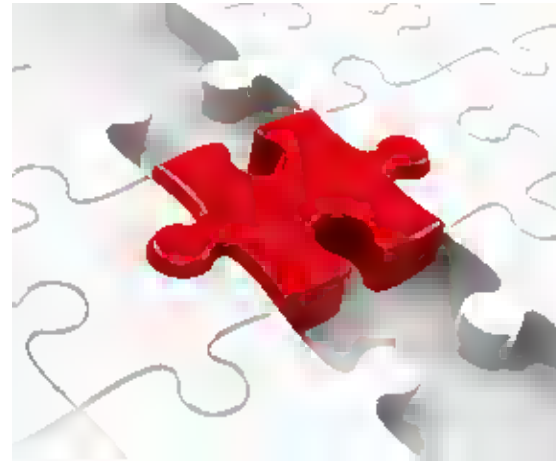
- A data-driven pathway to “best-in-class”



- Stronger foundation to improve retention



- A shared experience and built-in support



- A continuum of development at all levels





# Academy Model Workgroups

***March 2023 Charlottesville: Kick-Off, Partnership with VDSS Leadership and Virginia League of Social Services Executives (VLSSE) with local departments of social services (LDSS) Directors***

***April 2023 Western Region: Supervisor Training, VLSSE with LDSS Directors and Supervisors***

***April 2023 Central Region: Family Services, Benefit Programs, Administration, Training***



# Themes

## COMMON ISSUES

- Turnover and retention
- Transfer of learning
- Current training is “overstuffed”

## HIGHLIGHTS OF APPROACHES

- The importance of using simulations
- Coaching
- Facilitating Transfer of Learning (TOL) activities using field advisors

## FUTURE TRENDS

- Use of emerging technologies
- Artificial intelligence\*

# Training Design Workshops

- **Maximize collaboration between LTD, VDSS, LDSS, and PDC**
- **Leverage the expertise and experience of state and local partners**
- **Apply Human-Centered Design techniques to innovate and generate solutions for new worker and new leader academy-style, cohort-based foundational learning**





Winter 2023-2024

Applied Human-Centered Design to prototype *sequenced pathways* for academy-style, cohort-based new worker/new leader foundational training.





*July 2024*

**Used Human-Centered Design to define Foundational Fluency for New Workers in first 90 days. These will serve as building blocks for competencies.**



# New Challenges & New Solutions

- » **Training facilities that haven't changed since pre-pandemic**
  - Purpose-built training space on the first floor of the VDSS Home Office.
- » **Engaging new employees throughout all levels of local departments**
  - From administrative staff to Benefits workers to Family Services workers to supervisors, everyone will receive a foundational introduction to the agency and its work.
- » **Engaging internal VDSS partners in nearly every division across the agency**
  - Human Resources – for creation and recruitment of new positions;
  - Finance – for creation of new cost codes and reimbursement strategy for local department travelers;
  - Information Technology – to modernize our on-site computer lab;
  - Local Engagement & Support – to join us in helping to bring training system reform to fruition;
  - Public Affairs to help tell the story of how training will change and how it will remain the same.



# QUESTIONS?

