



## Response to Questions on the 2016 LOBs

**Request By:** Supervisor Herrity

**Relevant LOB(s):** N/A

**Question:** What is the cost of DFS' internal training programs (provided for County employees)? Please indicate by course the cost of the program, support materials, staff time (indicate with or without benefits) and cost to administer.

**Response:**

In addition to the new employee orientation courses and the job development courses and seminars offered by the Department of Human Resources, the Department of Family Services (DFS) provides supplemental training programs to its employees. DFS training programs specifically target themes and skills that are essential to DFS programs and contribute to the culture and direction of the department in its effort to meet the challenges facing the Human Services system and ever-changing needs of the Fairfax community. DFS senior management reviews and approves the training programs. Training programs are evaluated based on the following criteria:

- **Results Based Accountability standards** – courses must contribute to improving the ability of employees to do their work and improve service delivery outcomes for clients;
- **Supports Succession planning** – courses must contribute to knowledge transfer efforts and employee retention by helping employees better prepare and position themselves for future functions/positions (DFS projects high retirement rates in future years);
- **Builds internal capacity** – courses must support career development while reducing reliance on external vendors;
- **Maximizes return on investment** – participants in certain training programs are required to in turn, train other employees;
- **Supports program sustainability and fiscal stewardship** – courses should rely on internal training facilitators before seeking outside vendor expertise, specifically those employees with training functions as part of their existing job duties; and
- **Utilizes Incentive Reinvestment Initiative (IRI) funding** – courses should take advantage of IRI funding and utilize one-time funding in order to increase agency self-reliance.

Whenever possible, one-time Incentive Reinvestment Initiative (IRI) funds have been used to seed ongoing training needs in alignment with a “train the trainer” type strategy thereby reducing dependence on external vendors.

A summary of internal agency-wide training programs offered by DFS is included below. It should be noted that all County positions utilized to administer the programs are merit positions and therefore include fringe benefits.



1. **Employee Lifecycle Retention Program (ELRP)** – The ELRP is the department’s 2015 VACo Award winning program that complements the DHR new employee trainings and builds on the onboarding experience while supporting ongoing competency development and engagement throughout an employee’s career. The ELRP is comprised of four elements:
  - **New Employee Orientation (NEO)** – DFS offers an onboarding experience with specialized attention to DFS programs and its five divisions.
    - Frequency: NEO is offered four times per year to an average of 20 new employees each session.
    - Length: Each offering is two days long.
    - Cost: The cost of the NEO course is \$55 in handout materials and 24 hours of staff time (DFS Training Coordinator) per offering to administer.
  - **Learning Maps:** This electronic “checklist” document was created internally by DFS IT staff and covers everything employees need to know about their job and tasks that need to be completed over the course of their first full year at DFS.
    - Cost: The cost of the Learning Maps is 4 hours of staff time per month to maintain and update content and links within the document files.
  - **Pulse Check:** This is an extension of the DHR exit interview process that allows the department to tailor data collection to address issues specific to DFS. Surveys are administered to employees at various stages of their careers to address concerns before employees leave and help guide organizational development.
    - Frequency: Surveys are administered at employees’ first and fourth years of employment, which are key retention times; when employees change positions; and when they exit the department.
    - Length: The survey takes approximately 15 minutes to complete.
    - Cost: It took approximately 80 hours of staff time to develop the initial surveys; however, now that the surveys have been developed, there are no additional costs or staff time as it is now a part of the exit interview process.



- **Career Management Planning:** In alignment with the County's Career Management Plan (CMP), DFS provided training on how to maximize "employee driven, supervisor supported" activities that contribute both to individual career planning, competency goals and organizational development.
  - Frequency: This workshop was a one-time series of trainings.
  - Length: Training included 20 one and a half hour face to face sessions and one online session, which were attended by 856 employees. It took 16 staff hours to develop the training.
  - Cost: No other costs are associated with this training.
- 2. **Leadership Academy** – This is a multimodal learning experience that helps ensure that DFS has "leaders at every level." Instruction and coaching are provided to employees at every level of the department using a combination of internal DFS staff and contracted instructors through a vendor. Using a "train the trainer" approach to prepare internal staff to teach the Leadership Academy courses, DFS has been gradually phasing out the use of the vendor and anticipates a complete transition to internal staff in 2017. This will significantly reduce the cost of the program.
  - Frequency: The Leadership Academy is offered twice each year over the course of three months.
  - Length: Cohorts of 20 to 24 employees attend six in-class module days, on-the-job activities, project team coaching and individual coaching. Training includes presentations from DFS senior managers, the HR manager, the professional development manager, and agency budget staff. Two and a half (out of six) instructional days and the individual coaching sessions are facilitated by DFS staff while three and a half instructional days and the team coaching sessions are facilitated by a vendor.
  - Cost: The cost of the program per offering is \$520 for materials, \$39,775 for vendor contracts, and 120.5 staff hours to administer the program. There have been six cohorts to date for a total of \$241,770 and 723 staff hours. As noted above, DFS is currently transitioning away from vendors for the team coaching component. By the fall of 2016 DFS will utilize only \$12,000 in vendor contracts and by 2017 vendor contracts will be completely phased out.
- 3. **Clinical Supervision Certification** – This program provides specialized training that is required by the Virginia Administrative Code (VAC) to supervise candidates for clinical



licensure as either a licensed clinical social worker or counselor. In order to meet the experience requirements, candidates must be supervised by someone who has received the training. In addition to aiding in the development and licensure of staff members, the program helps to retain the most qualified social work staff who are licensed. Areas that benefit particularly from this program are the adult protection, child protection and sexual violence and domestic violence service areas.

- Frequency: Trainings are offered on an as-needed basis and to date there have been two offerings, one in November 2014 and one in March 2016.
- Length: Fourteen hours is required under VAC 18VAC140-20-50, Sec. B (2).
- Cost: DFS has partnered with the National Association of Social Workers- VA to provide this training at a discounted “Training to Go” cost of \$225 per participant for up to 35 participants (materials included). The cost of each training varies depending on the number of participants. The cost of the November 2014 training was \$7,875 and the cost of the March 2016 training was \$3,600 for a total of \$11,475. In addition to actual training costs, it takes approximately 3 hours of the professional development manager’s time every two years to manage the contract.