



Leadership Academy for Middle Managers

Program and Nomination Information

Prompted by the Child and Family Services Reviews and guided by Systems of Care values, important positive changes are taking place in child welfare practice across the country. To sustain and expand these changes, the child welfare system needs skilled leaders more than ever before.

To meet this need, in fall 2008 the Children's Bureau created the National Child Welfare Workforce Institute (NCWWI), a member of its Training and Technical Assistance Network. The purpose of the NCWWI is to build the capacity of the nation's child welfare workforce by disseminating effective and promising workforce practices, engaging national peer networks, coordinating BSW and MSW traineeships, and facilitating leadership development for middle managers and supervisors. The NCWWI Leadership Academy has two components:

- A **Leadership Academy for Supervisors (LAS)** provides online leadership training to child welfare supervisors who provide direct supervision to front line workers. To learn about the LAS, visit www.ncwwi.org
- A **Leadership Academy for Middle Managers (LAMM)** provides residential and web-based leadership training to child welfare managers who oversee programs and manage teams that implement programs.

The Leadership Academy for Middle Managers

The Leadership Academy for Middle Managers is a national leadership development program for middle managers who work in public and tribal child welfare systems and in private agencies in privatized systems where the State contracts for case management services that are traditionally provided by the public child welfare system. **Its goal is to enhance the ability of middle managers to apply leadership skills for implementation of sustainable systems change to improve outcomes for children, youth and families.**

The LAMM is coordinated by the Center for Improvement of Child and Family Services at Portland State University School of Social Work. Partners in the development, design, and delivery of the LAMM program include: the Children's Bureau, universities within the NCWWI, the National Indian Child Welfare Association, family partners, and others with expertise in child welfare change leadership and workforce development.

Who Is Eligible to Participate?

There are no educational pre-requisites for participating in the LAMM. Participants will be eligible middle managers who develop and implement change initiatives in their states, regions, tribes and metropolitan areas that are related to CFSR Program Improvement Plans,

Child and Family Service Plans, and other change initiatives, including Implementation Center projects. Participants will be selected to represent all 10 federal regions. Through 2013, the LAMM Program will be provided several times in each of 5 paired federal regions, and each Program will serve 2–3 middle managers from each state. In addition, Tribal nominees from each region will be actively recruited. Because participation is limited, states and tribes are encouraged to think strategically about their nominations for selection.

Middle managers eligible to participate in the LAMM include:

- State or Tribal, central office, regional, and district program managers and county child welfare administrators and directors;
- Managers employed at the State/central/regional offices who have oversight responsibility for local child welfare offices;
- State and Tribal child welfare program managers, such as foster care and adoption managers; and
- Administrators or Executive Directors of private agencies that are contracted by the State to provide case management services that are traditionally provided by the public child welfare system

Nomination and Selection

For participation in the upcoming LAMM Programs from 2010–2013, nomination forms are included later in this document. **The nomination application deadlines for each federal region are as follows:**

- **Regions 6 and 7:** June 21, 2010; March 28, 2011; and December 19, 2011
- **Regions 3 and 4:** August 23, 2010; July 25, 2011; and August 13, 2012
- **Regions 9 and 10:** November 22, 2010; November 7, 2011; and November 13, 2012
- **Regions 5 and 8:** February 7, 2011; February 13, 2012
- **Regions 1 and 2:** May 16, 2011 and April 23, 2012

For each LAMM Program, States are asked to nominate 3–4 strong candidates who have significant leadership roles in child welfare programs and meet the eligibility requirements. Tribes are asked to nominate any number of strong child welfare leaders.

The selection of participants will be based on:

- A review of the candidate's eligibility
- Support from the candidate's administrator and assurance of permission to travel
- Identification of the Program Improvement Plan initiative, Implementation Center initiative, or other high priority change initiative that the participant will be implementing
- The candidate's commitment to participate fully in the LAMM program and carry out a change initiative

Should more than three nominees from any state be eligible for a LAMM program, nominees will be randomly selected to participate in that program. This approach offers a fair way to select participants from a strong pool of nominations.

Based on these criteria, participants will be selected in collaboration with the National Child Welfare Workforce Institute Advisory Committee and the LAMM Advisory Council. The Children's Bureau will approve all selected participants.

The Program

The Leadership Academy for Middle Managers is a holistic program with four required elements:

- Pre-training work that includes 2 phone calls, readings, completion of the web-based Introductory Module, participation in a webinar and completion of a leadership assessment during the month preceding the residential program
- Identification of a Change Initiative that will be the focus of work during the residential training and will be implemented afterwards
- An in-person, five-day residential program
- Peer networking and web-based activities after the residential program which provide additional leadership subject matter and support participants as they implement their change initiatives

The Training

The LAMM provides advanced professional development for emerging child welfare leaders in the area of leadership skills to promote sustainable change. It is not "Management 101," nor is it a replacement for other foundational management training programs.

For example, participants will:

- Identify how to use their personal leadership styles to perform effectively
- Distinguish between the role of manager and that of leader, learning skills of adaptive, collaborative, distributive, inclusive, and outcome-focused leadership
- Assess an organization's readiness to implement change
- Learn engagement strategies to develop partnerships and identify barriers and facilitators for change leadership
- Take into account the agency's particular cultural and political context when implementing change
- Move beyond family involvement to true family partnerships
- Use data to inform and guide their own change efforts
- Learn and utilize an implementation framework to guide their planning and implementation of their change initiative

Benefits

The LAMM provides the following benefits to participants:

- Enhanced skills in leading change, leading people, building collaboration, and leading for results
- Concrete resources and tools for change leadership and workforce development
- Opportunity to practice skills needed to implement change initiatives
- Individualized coaching, mentoring, and follow-up supports when participants return home and implement their change initiatives
- Membership in a national and regional network of committed child welfare leaders
- Enhanced professional development for career success and growth

Other Program Details

Cost. The LAMM is offered at no cost to participants. This includes all travel and lodging expenses for the five-day residential training. Funding is provided by the U.S. Children's Bureau through NCWWI.

Evaluation. An evaluation using multiple measures will help to determine the effectiveness of the LAMM.

- LAMM participants will be asked to complete workshop evaluations as well as brief web-based questionnaires at several points before and after the training.
- Web-based questionnaires will be administered to LAMM participants' direct managers and to one staff person supervised by each LAMM participant.

All evaluation results will be strictly confidential and will only be reported as aggregate data.

Peer Networking. To maximize the impact of the residential training, participants will be expected to take part in a peer network series of webinars and teleconferences to promote ongoing collaboration among training participants, learn new subject matter and support transfer of learning.

Expectations of Supervisors / Administrators of LAMM participants

In order for LAMM participants to be able to grow and apply change leadership skills, their supervisors/administrators are expected to

- Support the nominee's participation in several days of pre-training work, such as reading articles and a book, completing a leadership self-assessment, fleshing out a change initiative proposal through conversations with a LAMM trainer
- Support the nominee's participation in the full five-day residential program
- Be actively involved in the participant's Change Initiative
- Encourage subsequent peer networking activities
- Give the participant the opportunity to practice what he or she learns through the LAMM and to implement the Change Initiative

- Participate in a series of short, web-based questionnaires and allow one staff person supervised by the participant to participate in a similar series of questionnaires
- Assure availability for out of state travel, if training is located out of the home state.

Tentative Schedule of LAMM Residential Programs

The following is a list of dates and locations for the LAMM Programs through 2013. Exact dates will be confirmed. **The nomination deadlines for each region are final.**

Tentative Residential Dates	Regions / States	Training Sites	Nomination Deadlines
September 20–24, 2010 June 20–24, 2011 March 19–23, 2012	Region 6: AR, LA, NM, OK, TX, plus Tribes Region 7: IA, KS, MO, NE, plus Tribes	Dallas	June 21, 2010 March 28, 2011 December 19, 2011
November 15–19, 2010 October 17–21, 2011 November 5–9, 2012	Region 3: DE, DC, MD, PA, VA, WV, plus Tribes Region 4: AL, FL, GA, KY, MS, NC, SC, TN, plus Tribes	Philadelphia	August 23, 2010 July 25, 2011 August 13, 2012
Feb. 28–March 4, 2011 Jan. 30–Feb. 3, 2012 February 4–8, 2013	Region 9: AZ, CA, HI, NV, plus Tribes Region 10: AK, ID, OR, WA, plus Tribes	Seattle	Nov. 22, 2010 Nov. 7, 2011 Nov. 13, 2012
May 2–6, 2011 May 7–11, 2012	Region 5: IL, IN, MI, MN, OH, WI, plus Tribes Region 8: CO, MT, ND, SD, UT, WY, plus Tribes	Denver	February 7, 2011 February 13, 2012
August 8–12, 2011 July 16–20, 2012	Region 1: CT, ME, MA, NH, RI, VT, plus Tribes Region 2: NJ, NY, PR, VI, plus Tribes	New York Area	May 16, 2011 April 23, 2012

Application Instructions

In collaboration with their supervisors, individuals eligible to participate in the LAMM (as defined above) should complete the attached nomination form and submit it by the nomination deadline. Submissions can be made in hardcopy, by faxing, or by scanning and sending as an attachment to e-mail. An electronic copy is also available at www.ncwwi.org

May I Nominate Myself? Yes, but all nominations must come with a signed pledge of support and commitment from the nominee’s supervisor / administrator, as outlined on the nomination form.

If You Have Questions

Please contact Katharine Cahn, LAMM Team Leader (cahnk@pdx.edu)

LAMM Participant Nomination Form

Submission deadlines for the next 5 programs are as follows:

Regions 6 and 7: **June 21, 2010**

Regions 3 and 4: **August 23, 2010**

Regions 9 and 10: **November 22, 2010**

Regions 5 and 8: **February 7, 2011**

Regions 1 and 2: **May 16, 2011**

I. ABOUT THE NOMINEE

Name:.....

Employer/Organization:.....

Title:.....

Please describe your primary job responsibilities, including the number and type of positions you oversee or provide consultation to:

Please submit an organizational chart showing your position within your organization.

Work mailing address:.....

Work phone: (.....) E-mail address:.....

Are you American Indian or Alaskan Native? yes no If yes, what is your tribal affiliation?

Nominee's Signature:.....

Date:.....

ESSAY PORTION

Please attach responses to the following two questions:

1. The LAMM is recruiting individuals who are leaders of programs in states, tribes and agencies and responsible for one or more specific change or innovation effort, either directly or through a team the nominee supervises. Please write a one-paragraph description of that particular change initiative or innovation and explain the nominee's role in that effort.
2. Throughout the LAMM, participants will select and plan to implement a Change Initiative that may or may not be related to current innovations described above in #1. Please write a paragraph describing in detail that change initiative that will likely be the focus of the Nominee throughout the LAMM program. Note whether or how this LAMM change initiative relates to or expands the initiative described in #1.

II. ABOUT THE NOMINEE'S SUPERVISOR/ADMINISTRATOR

Name:.....

Employer/Organization:.....

Title:.....

Relationship to Nominee:.....

I wholeheartedly recommend this nominee for participation in the LAMM. If he or she is admitted, I agree to strongly support this person's participation in the pre-training work, the five-day residential program and subsequent peer networking activities, and agree to give the nominee the opportunity to practice what he or she learns through the LAMM. I also agree to take a series of short, web-based questionnaires as part of the LAMM evaluation.

Signature:.....

Date:.....

III. SUBMIT COMPLETED NOMINATION FORMS TO

Leadership Academy for Middle Managers
Center for Improvement of Child and Family Services
Portland State University
PO Box 751
Portland, OR 97201-0751