



**Wisconsin Child Welfare
Training System**

Annual Report 2005

**Wisconsin Division of Children and Family Services
Milwaukee Child Welfare Partnership for Professional Development
North Eastern Wisconsin Partnership (NEW)
Southern Child Welfare Training Partnership
Western Wisconsin Partnership (WWP)
Inter-Tribal Child Welfare Training Partnership**

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Introduction

The child welfare training system is a partnership involving the Division of Children and Family Services (DCFS), county child welfare programs, tribal child welfare programs, the DCFS Bureau of Milwaukee Child Welfare (BMCW) and Special Needs Adoption Program (SNAP) and the University of Wisconsin system. The counties, state programs, tribes and universities are organized into four regional training partnerships:

- North East Wisconsin (NEW), at UW - Green Bay, Social Work Program;
- Southern Wisconsin, at UW - Madison, School of Human Ecology;
- Western Wisconsin, at UW - River Falls, Social Work Department; and
- Milwaukee, at UW-Milwaukee Helen Bader School of Social Welfare.
- ICW Training Partnership, at UW-Green Bay, Social Work Program

Each regional partnership, in collaboration with the counties, state programs and tribes located in their respective regions and DCFS as the state child welfare agency develop and implement training programs that are responsive to local training needs as well as to state and federal child welfare policy. Each regional partnership is overseen locally by a steering committee of the county and tribal members of the partnership and operates under a contract with DCFS to provide training using federal Title IV-E and other funds.

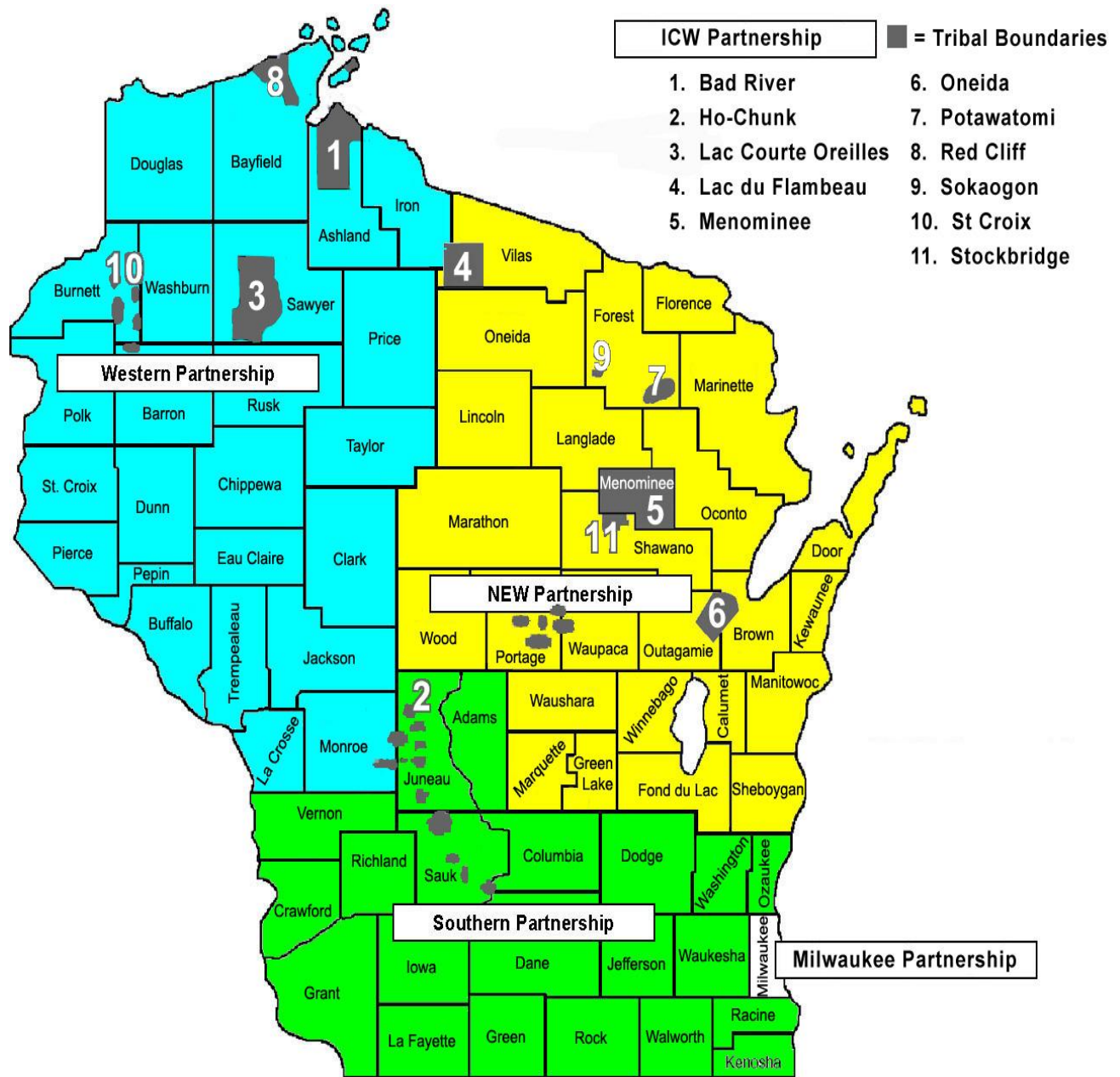
Each of the Partnerships has developed a structure that supports teamwork and collaboration between University and county/state/tribal partners in the development of policies and procedures that guide its work. These include procedures for selection of county/tribal representation on the Steering Committee and Training Advisory Committees of the Partnership, county/tribal fiscal reimbursement procedures and others.

The effective functioning of the statewide training system depends on a high level of teamwork and collaboration among all of the partners involved. To ensure that training is effective, the statewide training system is overseen by the Wisconsin Child Welfare Training Council, which coordinates and integrates the training provided by the regional partnerships and other training provided by DCFS. The Training Council began operation in December 1998 and consists of members representing DCFS and the five regional partnerships. The role of the Training Council is described in the attached "Wisconsin Child Welfare Training System" document that serves as the charter for the Training Council. The charter document was developed with extensive involvement of counties and tribes and has been approved by the regional steering committees.

In July of 2002, the Training Council established a long-term strategic plan for the child welfare training system. The attached strategic plan serves as the blueprint for activities of the Training Council to further develop the training system. To implement the strategic plan, the Training Council established Curriculum, Evaluation and Fiscal Committees. In response to Wisconsin's Program Enhancement Plan, the Training Council established two new subcommittees on Foster Parent Training and eWiSACWIS training in 2005.

This report covers activities of the Training Council during calendar years (CY) 2005 and identifies objectives for CY 2006.

Map of the Wisconsin Training Partnerships



Child Welfare Training System Structure

Roles and Responsibilities of the Partners:

The Universities

The universities are responsible for the implementation of Regional Partnerships. The specific responsibilities of each university are to:

1. Negotiate and receive a contract from DCFS for IV-E training funds and the management of the Partnership.
2. Comply with the terms of the contract and submit reports as requested by DCFS.
3. Negotiate and receive contributions from the local member agencies of the Regional Partnership and keep member agencies informed regarding the use of member funds.
4. Develop a budget, manage it and provide fiscal accountability for Title IV-E, local agency contributions and all other funds.
5. Employ all Partnership staff and manage contracted training providers.
6. Develop and implement all training programs.
 - a. Deliver, in collaboration with the other Partnerships, the Core curriculum for workers in its region.
 - b. Develop and implement specialized, related and ad hoc training which is responsive to regional interest and need.
 - c. Develop and implement training projects for DCFS.
7. Evaluate its training programs and participate in evaluation activities sponsored by the Training Council.
8. Develop and maintain structures through which all partners provide input into Partnership policy, procedures, and training programs.
9. Provide representation to the Wisconsin Child Welfare Training Council.
10. Maintain collaborative relationships with other Partnerships and DCFS.
11. Provide progress and evaluative report to constituents and to DCFS.
12. Adhere to policies and implementation procedures developed and approved by the Training Council.

County/Tribal/State Partners

Each Regional Partnership develops its own structure and procedures. The specific responsibilities shared by all Partnerships are to:

1. Contribute financial support for its regional Partnership according to a formula developed by the region.

2. Contribute to the development of Partnership plans, policies and priorities.
3. Provide data as needed on county and/or tribal training needs.
4. Serve on the Partnership Steering Committee and Training Advisory Committee, and other committees and groups deemed necessary by the Regional Partnership.
5. Provide ongoing guidance and advice to assure feedback on relevance and applicability of training programs.
6. Fulfill educational roles that support the transfer of what is learned in training to job performance in order to maximize the benefits of training.
7. Provide representation and contribute to the work of the Wisconsin Child Welfare Training Council.

Wisconsin Division of Children and Family Services (DCFS)

The Division of Children and Family Services carries responsibility for the training contracts and, at the same time, is a partner in the training system through the Adoption Program and Bureau of Milwaukee Child Welfare. The specific responsibilities are to:

1. Develop, issue and monitor IV-E and other training contracts.
2. Serve as a resource to the Partnerships in the development and maintenance of consistent IV-E allowable record keeping, eligibility rates, and other matters related to the fiscal oversight of IV-E funds.
3. Assist Partnerships to secure resources adequate to carry out a high quality training program.
4. Coordinate and provide support staff for the Wisconsin Child Welfare Training Council.
5. Provide representation to the Wisconsin Child Welfare Training Council.
6. Provide ongoing information about statewide child welfare priorities, federal and state policy changes, and training needs.
7. Participate in curriculum development and review to assure integration of relevant policy into training programs.
8. Promote changes in Wisconsin child welfare policy so there is consistency with the standards of best practice presented in training programs.
9. Provide representation to the Regional Partnership Steering Committees.

The Wisconsin Child Welfare Training Council

The Wisconsin Child Welfare Training Council is the body responsible for coordinating the work of all parts of the training system into an integrated whole. The specific responsibilities are to:

1. Develop policy and procedures that insure the integrity of pre-service and foundation curriculum for child welfare workers across the state is enhanced and maintained. These policies and procedures include: adoption of the common worker foundation, regular curriculum review and revision, and establishing qualifications, recruitment methods, selection, reimbursement, and assignment of trainers in worker foundation.
2. Provide a forum for all partners to share progress, issues, resource needs, and engage in collaborative problem solving around the many areas of common concern.

3. Provide direction and receive input from subcommittees and workgroups regarding curriculum development, training evaluation and other training issues.
4. Consider information about DCFS training plans and priorities, as well as its overall assessment of child welfare practice across the state and their implications for training.
5. Facilitate collaboration in (a) identifying the practice and training implications of state and federal child welfare plans and priorities; and (b) developing strategies for introducing training content which supports implementation of the above implications.

Child Welfare Training System Funding

Wisconsin's Child Welfare Training System is funded by a mix of federal and DCFS funds, University resources, and local county and tribal resources:

- Federal Title IV-E dollars: Federal IV-E funds are the primary source of funding for the training system. IV-E funds are earned by the Universities on a reimbursement basis using local and University resources as match. The IV-E funds are passed through by DCFS. The ability to earn IV-E funds is limited as IV-E reimbursable training must address topics related to ongoing case management of children in out-of-home care and the staff trained must perform public child welfare functions. IV-E funds cannot be used to train other topics or staff who are not child welfare.
- The Counties/Tribes in each Partnership provide local resources, which are used by the Universities as match to draw IV-E funds. The match can be in cash or in-kind expenses incurred by state, county or tribal agencies and costs used as match must be paid from non-federal sources.
 - Annual cash contribution per agency based on population.
 - Registration fees for training workshops.
 - Travel expenses of staff attending workshops (mileage, room, meals).
 - Salaries of participants for time at workshop and on the road.
- The Division of Children and Family Services:
 - Fully funds the Milwaukee Training Partnership.
 - Passes through federal Title IV-E monies without charging an administrative fee.
 - Provides \$10,000 in Child Abuse Prevention and Treatment Act (CAPTA) dollars to each Partnership for child protective services training that is not IV-E reimbursable.
 - Provides funds to each Partnership for state adoption staff to attend training that the Partnerships cannot use staff travel or time as match.
 - GPR funds (\$300,00 in CY 2005) for training related to the Program Enhancement Plan (PEP).
 - Provides funding for ICW Training Partnership Training Manager

- The Universities at which each Partnership is located also provide resources to the Partnerships. These resources are used as match to draw IV-E funds
 - Some universities make a direct cash contribution to the Partnership
 - Most Universities make in-kind contributions of faculty time as principal investigators or other management capacities.
 - Most Universities involved provide supportive services such as space, clerical support and other administrative support.
 - The Universities are able to earn IV-E reimbursement on their indirect costs for operating the Partnerships.

Training Council Members in 2005

Name	Organization/Title	Representing
Dennis Dornfeld Vice Chair	Waupaca County DHHS Director	NEW
Gary Laehn, Chair	Clark County DSS Director	Western
John Tuohy, Secretary	DCFS, OPEP Director	DCFS
Chris Sieck	Wisconsin CW Training System Coordinator	DCFS/UW
Burnie Bridge	DCFS Administrator	DCFS
Mark Campbell	DCFS, BPP Director	DCFS
Julie Brown	UW-Milwaukee, Partnership Director	Milwaukee
Denise Revels Robinson	DCFS, BMCW Director	Milwaukee
Denise Wolodko	Children's Service Society of Wisconsin	Milwaukee
Janet Hertig	UW-Milwaukee, Training Manager	Milwaukee
Jennifer Borup	UW River Falls, Partnership Director	Western
Don Gjesfeld	UW River Falls, Training Manager	Western
Reggie Bicha	Pierce County DHS Director	Western
Stephanie Reilly	UW Green Bay, Partnership Director	NEW
Tammy Snortum	UW Green Bay, Training Manager	NEW
Bob Goetter	Wood County DSS Deputy Director	NEW
Marty Bonk	Sheboygan County DHHS, Mgr.	NEW
Sue Saeger	UW-Madison, Partnership Director	Southern
Sally Biddick	UW-Madison, Training Manager	Southern
Jesse Mireles	Waukesha Cty. DHHS, Child Welfare Mgr.	Southern
Sandra Roberts	Columbia County DHS, Director	Southern
Heather Halonie	ICW Training Partnership Training Manager	ICW
Laura Kuehn	Lac du Flambeau Tribe, ICWA Coordinator	ICW
Rhonda Tousey	Oneida Nation, Child Welfare Coordinator	ICW

Council Accomplishments in 2005

The Training Council met on a bimonthly schedule and Council Committees met on a monthly or bimonthly basis. The following items were identified by training council members as accomplishments for the Wisconsin child welfare training system during the period of 2005:

- The Ad Hoc Committee on child welfare training developed and presented recommendations for a new administrative rule on pre-service, foundation and ongoing training requirements for child welfare workers and supervisors. These recommendations were approved by the Training Council in September 2005.
- Workgroups were held throughout the state to develop content for pre-service training modules.
- A subcommittee of the Training Council was developed to work with counties and BMCW on training issues related to eWiSACWIS
- A subcommittee of the Training Council was developed to work collaboratively with counties, tribes, the Partnerships and the new the Foster Care and Adoption Resource Center to develop recommendations for PEP related requirements on pre-service and ongoing training for foster and adoptive parents.
- The Training System Capacity was enhanced in 2005 with the addition of a curriculum coordinator to support the curriculum committee in the development of pre service, foundation and ongoing training for workers and supervisors.
- A Training Technology contract was developed with the Division of Information Technology at UW Madison to develop web based training modules for pre-service and to assist in the integration of technology in foundation training.
- State GPR funding was provided to the regional partnerships to assist in the development and provision of PEP related training.
- The ICW Partnership began operation.
- The Training Council adopted a policy on the participation of private agency staff in training.
- The Training system developed a new statewide training website.

Council Objectives For 2006

- **PEP training work plan for training projects.** The curriculum committee and partnership directors will continue to identify areas in the PEP with training implications and develop work plans to accomplish all the training items within the prescribed PEP time period.
- **Building connections between the Partnerships and academic programs.** The council will work with existing BSW and MSW programs to develop collaborative relationships to coordinate the preparation of social workers for employment in child welfare, including connections between the degree programs and the pre-service and ongoing training provided by the Partnerships.
- **Expanding the council role regarding foster parent training** The training council will expand the role of the Foster Parent Training Committee's collaborative work with counties, tribes, the Partnerships and the new the Foster Care and Adoption Resource Center to develop training curriculum and support delivery of pre-placement and foundation training for foster and adoptive parents on a consistent, statewide basis.
- **eWiSACWIS system training and connection with practice training.** DCFS will expand eWiSACWIS training and work with the Partnerships to integrate systems training with Core/Foundation and other practice training.
- **Clarifying the council leadership role for the training system.** The training council will reach out to counties, tribes and other agencies involved in child welfare training to clarify the council role in approving training recommendations with statewide impact and keeping stakeholders informed about training system issues.
- **Implementation of preservice, foundation and ongoing training requirements (HFS43)**
The partnerships will assist counties and agencies to develop an implementation plan for HFS 43 worker and supervisor training requirements
- **Development and launch of web based pre-service modules** The curriculum committee will work with the Division of Information Technology at UW Madison to finish the development of pre-service modules and ensure that they are accessible through the Wisconsin Child Welfare Training System website www.wcwt.wisc.edu
- **Define foundation required courses** The curriculum committee, partnership directors and DCFS will work to identify content that will meet the administrative rule requirement around foundation training will evaluate the delivery modality of foundation content.

Training Council Committee Strategic Plan Assignments

- GOAL 1** – *Provide competency-based training as a foundation for child welfare staff that is responsive to change in child welfare policy and practice.*
- *Assignment: Curriculum Committee*
- GOAL 2** - *Provide specialized and related training to child welfare agency staff on advanced aspects of child welfare practice and services.*
- *Assignment: Curriculum Committee*
- GOAL 3** – *Integrate training activities through a comprehensive training system.*
- *Assignment: Training Council.*
- GOAL 4** - *Utilize individual and agency assessment processes to identify training needs for staff and agencies.*
- *Assignment: Curriculum Committee*
- GOAL 5** – *Transfer of learning of knowledge and skills acquired by staff through training to the job.*
- *Assignment: Curriculum Committee*
- GOAL 6** – *Develop the competencies of child welfare supervisors and child welfare agency managers*
- *Assignment: Curriculum Committee*
- GOAL 7** – *Training for child welfare information systems.*
- *Assignment: eWiSACWIS training committee*
- GOAL 8** - *Develop a statewide pool of competent trainers to meet the changing needs of the child welfare system.*
- *Assignment: Curriculum Committee*
- GOAL 9** – *Develop statewide capacity to deliver training.*
- *Assignment: Regional Training Partnerships.*
- GOAL 10** - *Ensure that evaluation is an integral component of the training system.*
- *Assignment: Evaluation Committee*
- GOAL 11** – *Diversify the financing for the child welfare training system.*
- *Assignment: Fiscal Committee.*
- GOAL 12** – *Manage the child welfare training system through a collaborative approach and build support for child welfare training*
- *Assignment: Training Council*

Training Council Standing Committees

Curriculum Committee Activities

Committee Members: Donald Gjesfjeld , Janet Hertig, Connie Klick, Chris Sieck, Amy Smith, Tammy Snortum, Sally Biddick, Ellen Smith

Accomplishments in 2005

1. Development of Access Training

The Curriculum committee developed and began offering Access Training for the first time ever in the State of Wisconsin. This is also the first training to couple eWiSACWIS with the program training.

Development of Statewide Training Website

The Curriculum committee worked to develop a new statewide training system website which will allow staff around the state to access information on child welfare pre-service, foundation and special skills and topics training available. Additionally, this website will house the pre-service web based training modules.

Development of Pre Service Training Modules

The Curriculum committee worked with agencies, tribes and members of the ad hoc committee on training to develop pre service training modules that will be launched in 2006 in response to HFS 43; the administrative rule on child welfare training.

Revision of Substance Abuse Training

The Curriculum committee updated and revised the content of the “Substance Abuse and Child Welfare” special skills and topics training.

Family Interaction Training

The Curriculum Committee (with the Southern and Western Partnerships) rolled out training statewide on Family Interaction.

PEP committee involvement

The members curriculum committee and the Partnerships participated in the Quality Assurance, Out of Home Care and Case Process PEP committees in the development and roll out of new PEP related child welfare policy

ICWA Training

The curriculum committee (with the ICW partnership and Milwaukee Partnership) began work on the development of a training on the Indian Child Welfare Act

Family Engagement

The curriculum committee (with the NEW partnership) began working to develop training on Effective Interviewing in Promoting Engagement and Change

Collaboration with Special Needs Adoption

The curriculum committee worked with the Special Needs Adoption program to provide supervisors in that area an overview of the partnership's CORE training curriculum

Objectives for 2006

- Complete worker pre-service and implement with counties
- Redesign Foundation training for workers
- Begin the process of creating statewide trainer development
- Continue development and implementation of PEP related training
- Assure continued integration between the QSR and the training system.

Fiscal Committee Activities

Committee Members: Chris Sieck, Jesse Mireles, Dennis Dornfeld, Laura Kuehn, Gary Laehn, Stephanie Reilly, and John Tuohy

Accomplishments in 2005

- Milwaukee partnership funding structure: how it differs from the other partnerships and can additional IV-E funds be drawn for Milwaukee – DCFS has provided information and direction to the Milwaukee Training Partnership on this matter; DCFS and Milwaukee Training Partnership will follow up.
 - Curriculum committee resources: create a pool of funds for the curriculum committee to use for curriculum development, including purchasing services of curriculum writers – The Curriculum Committee developed a mechanism to identify the lead training partnership for both development / revision projects and the fiscal issues associated with each curriculum development / revision project. DCFS has committed state GPR funds (PEP dollars) to curriculum development / revision projects.
 - Private agency staff: the financial implications of allowing private agency staff to attend partnership training sessions – A policy was developed and adopted that defines how private agency special needs adoption staff can attend training at the partnership daily training rate and identifies a funding stream for how the training partnerships will be reimbursed the difference between the non-member and member daily training rates (via funding from Adoption Resources of Wisconsin).
 - Tribal training partnership: what funding mechanism can be used to support the proposed tribal partnership and how would it affect the existing partnerships – The Intertribal Child Welfare Training Partnership was officially formed in September 2004 via approval of the 11 tribes and the Wisconsin Training Council. DCFS has committed IV-B funds and a pass-through of IV-E funds to the ICW Training Partnership.
 - Non-matchable staff: the financial implications of allowing DCFS and other staff who cannot be used as match to attend training partnership sessions - A policy was developed and adopted that defines how adoption staff can attend training at the partnership daily training rate and identifies a funding stream for how the training partnerships will be reimbursed the difference between the non-member and member daily training rates (via funding from Adoption Resources of Wisconsin).
 - Academy training model: analyze the implications for claiming additional IV-E by using the academy training model and claiming more staff salary at the enhanced IV-E training rate – Accomplished via the Pre-Service Soft Match Model Recommendations made in November 2005 to the Wisconsin Training Council.
 - DCFS special projects: examine how DCFS contracts with the partnerships for special projects; can the funds be built into the base contract – Changes have been made to the contracting process at DCFS to allow the loading of additional funds (CAPTA or IV-B) into partnership contracts at any time in the year, as necessity dictates.
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Objectives for 2006

- Examine alternative methods of paying for curriculum development
- Analyze the impact of decreasing IVE funding
- Explore a fiscal structure that will assist the training partnerships to carry over funds year to year
- Explore grant funding opportunities for the training system
- Review fiscal strength of the ICW training partnership
- Review year two of DoIT contract for distance learning

Evaluation Committee Activities

Committee Membership: Julie Brown, Jennifer Borup, Stephanie Reilly, John Tuohy and Susan Saeger

Accomplishments in 2005

This committee was inactive in 2005

Objectives for 2006

- Develop Pre and Post Tests for the following training sessions:
 - Professionalism
 - Effects of Abuse and Neglect on Child Development
 - Legal Aspects of Child Welfare
 - Family Centered Case Assessment and Planning
 - Family Centered Child Welfare Services
- Share results and recommendations of evaluation tools with stakeholders.
- Develop a method for gathering, analyzing, and sharing the pre/post test evaluation data statewide.

eWiSACWIS Training Committee activities

Committee membership: Julie Brown, Stephanie Reilly, Sally Biddick, Reinhard Kufalk, Kris Thompson, Kim Vaguero, Kelly Derlein, Jeff Radecki, Jamie Sorenson, Ginny Sherer, Ellen Smith, Chris Sieck, Beth Wydeven, Becky Hollister, Ann Robinson, Amy Smith, Al Rolph

Accomplishments in 2005

- DCFS expanded work with the Partnerships to integrate systems training with foundation and other practice training.
- Established Committee Structure
- Established regular meeting schedule.
- Defined and communicated the role and responsibilities of the committee including the development of a committee charge

Objectives for 2006

- Identify learning objectives for eWiSACWIS training for new staff (pre-service level). Forward as recommendations to Training Council
- Identify a menu of instructional approaches that could be used to accomplish pre-service-level learning objectives. Forward as recommendations to Training Council
- Design methods of collecting feedback from counties on eWISACWIS training methods used for new staff. Summarize and analyze feedback, drafting any recommendations for change required.
- In collaboration with the Curriculum Committee, identify learning objectives for eWiSACWIS instruction at the Foundation level. Forward as recommendations to Training Council.

Foster Parent Training Committee Activities

Committee Members: Audrey Koch, Dawn Douglas, Debbie Kuehn, Jean Farnham-Davy, Jean Van Groll, Karel McGearry, Kate Johnson, Tracey Theise-Hover, Lisa Alden, Sherrill Jahr, Oriana Carey, Don Gjesfeld, and Stephanie Reilly

Accomplishments in 2005

- The Foster Parent Training Committee was formed, its charge developed, and its membership identified. The Training Council identified the need for the Foster Parent Training Committee in early 2005. The committee charge and membership were approved at the March 31, 2005, Training Council Meeting.
- The Foster Parent Training Committee met regularly in 2005. The committee met four times in 2005: in May, July, September and December.
- The Foster Parent Training Committee researched the impact of mandating statewide foster parent pre-service and ongoing training. In order to research the impact of mandating training, the committee developed and distributed a survey to Wisconsin counties, tribes and private licensing agencies in order to identify the current practice for pre-service and ongoing training around the state. Eighty-two percent of the counties responded to the survey.
- The Foster Parent Training Committee gathered information in order to recommend competencies and curriculum for pre-service and ongoing training. The committee distributed a brief 4-question survey to foster parents around the state, via foster care coordinators and conferences, to gather input about what is important knowledge and information for foster parents pre-placement, within the first couple of years, and on an ongoing basis. Additionally, the committee gathered and reviewed research from around the nation about the training needs of foster parents.
- The Foster Parent Training Committee sought input about the development and delivery of pre-service and ongoing training. From the agency survey and ongoing conversations, the committee learned that training for foster parents needs to be available in multiple modalities in order for it to be useful for all agencies, large and small, around the state.
- The Foster Parent Training Committee provided regular updates on the committee's work to the Training Council and foster care coordinators via regional and statewide meetings.

Objectives for 2006

- The Foster Parent Training Committee will develop a report to the Training Council that identifies the impact of mandating statewide foster parent training and makes recommendations about the development and delivery of foster parent training statewide.
- The Foster Parent Training Committee will revise its charge and expand its membership to meet the broader needs of foster and adoptive parent training, as determined necessary through the committee's research.
- The Foster Parent Training Committee will develop / revise pre-placement and foundation training.
- The Foster Parent Training Committee will research and develop a plan for supporting the provision of ongoing training.
- The Foster Parent Training Committee will provide advisement on revisions to Numbered Memos and Administrative Rules specific to foster, treatment foster and adoptive parent training.
- The Foster Parent Training Committee will meet on at least a quarterly basis to conduct its business.
- The Foster Parent Training Committee will provide regular updates to the Training Council and statewide stakeholders on the work of the committee.

Data on Number of Days of Training & Persons Trained

CY 2005

	ICW	Milwaukee	NEW	Southern	Western	Total
Total Number of Days of Training Provided	1	299*	119	140	90	649
Total Number of Attendees (seats filled)	7	2957	1407	1463	1075	6909
Number of Supervisors/ Managers/Directors at Workshops (seats filled)	3	198	172	146	82	601
Number of Days of Worker CORE Training	0	86	32	30	15	163
Number of Days of Supervisory Foundation Training	0	16	11	12	12	51
Number of Wisconsin Trainers Available	2	50**	27	28	31	88

*Milwaukee Does multiple trainings on any given day

**In Milwaukee, there is 1 UWM full time trainer with 49 contracted trainers: 10 for Case Manager Core; 17 for Pre-Service; 2 for Supervisory Core; 14 for Specialized and Related; 6 for Mandatory

Attachments:

Training System Document

Strategic Plan

Training Pyramid