Many Cultures, One People

A deep dive into the experiences of Latinx families in the child welfare system and using the CPM to forge a better path

SESSION 2 of 3

Housekeeping
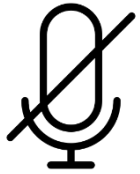
Everyone should be muted except for the designated speakers

Please direct questions and comments to the chat. We are monitoring chat activity and will address questions and comments as needed.

Registrants of today's session will receive a follow up email that includes this Powerpoint, related documents and a link to the recorded session.

Participants that affiliate with a specific Latinx culture (ex: Chicano, Cuban-American, Hispanic, Latino, etc.) are invited to change their name to reflect that if they like, using the 3 dots in the corner of your video square.

Learning Objectives

- To understand the history, oppression of, and differences within Latinx populations.

- To use data to anchor meaningful stories of Latinx groups in the U.S. and their experiences in child welfare.

- To value meaningful behavioral changes at all levels to sustain a healthy organizational culture and climate that lifts up the voice of the Latinx community.

- To reinforce the role of leadership to use CPM as the vehicle to improve the experiences and outcomes for Latinx children and families engaged with the child welfare system.

Today's Presenters

Virginia Rondero
Hernandez

Javi
Perez

Barrett
Johnson

Anita
Barbee

Judy
Webber

Gary
Taylor

Agenda

Welcome

Overview of Latinx 3-part Webinar Series

Importance of the Organization's culture and climate in strengthening a

REI focused culture

Using data to inform REI efforts

Breakout Session

BREAK

Panel Discussion

Closing

Defining Organizational Culture

Organizational Culture:
Shared behavioral expectations and norms that *characterize and direct* behavior in a work environment

- *More ingrained, "unwritten rules," personality of the organization*

Glisson, C., Green, P., & Williams, N. J. (2012). Assessing the Organizational Social Context (OSC) of child welfare systems: implications for research and practice. *Child Abuse & Neglect*, *36*(9), 621-632.

Key Organizational Culture Predictors of Outcomes

Three important dimensions of organizational culture:

Proficiency
Workers are expected to have up to date knowledge to perform their job duties, will be responsive to clients and will place the well-being of clients first.

Resistance
Workers are expected to reject new ideas and innovations through either apathy (passive noncompliance) or active suppression of change.

Rigidity
Behavioral norms and expectations for highly centralized decision-making, strict divisions of labor, minimal caseworker discretion in implementing work tasks, abundance of rules that constrain worker behavior

Learning Organization

Organizational Theories	Key points	Implications for child welfare and practice model implementation
Organizational Culture and Climate and Open Systems Theory both undergird Organizational Learning and **The Learning Organization (Argyris, Senge, 2008)**	The entire organization must contribute to developing new products, structures and processes The org must be structured and managed in a way that allows the employees to constantly form new ideas based on surroundings, which are collected, tested and implemented	When a child welfare agency becomes a learning organization, there is a shift in the hierarchy and attitudes of leadership in the organization (for example, central office staff focus on facilitating learning, problem solving, and serving the field). Management by data and robust CQI processes can facilitate understanding of how the environment affects the organization and can serve as a platform for creative solutions through cross functional learning teams.

Defining Organizational Climate

Organizational Climate

Created by shared employee perceptions of how their work environment (policies, practices, protocols, behaviors <u>*that are supported, expected, rewarded*</u>) impacts their psychological well-being and functioning.

- Collective sense of how we experience that organizational culture

- If organizational culture is "personality," organizational climate is the "mood" – easier to change

Glisson, C., Green, P., & Williams, N. J. (2012). Assessing the Organizational Social Context (OSC) of child welfare systems: implications for research and practice. *Child Abuse & Neglect, 36*(9), 621-632.

Key Organizational Climate Predictors of Outcomes

Impact of three dimensions of organizational climate:

- **Engagement**
  Workers feel they are able to accomplish many personally meaningful things in their work, remain personally involved in their work and treat their clients in a personalized way.
- **Functionality**
  Workers feel they receive the support, cooperation, role clarity and resources they need to successfully perform their job duties.
- **Stress**
  Workers experience conflicting demands, feel as though they are unable to accomplish necessary job tasks and are emotionally exhausted.
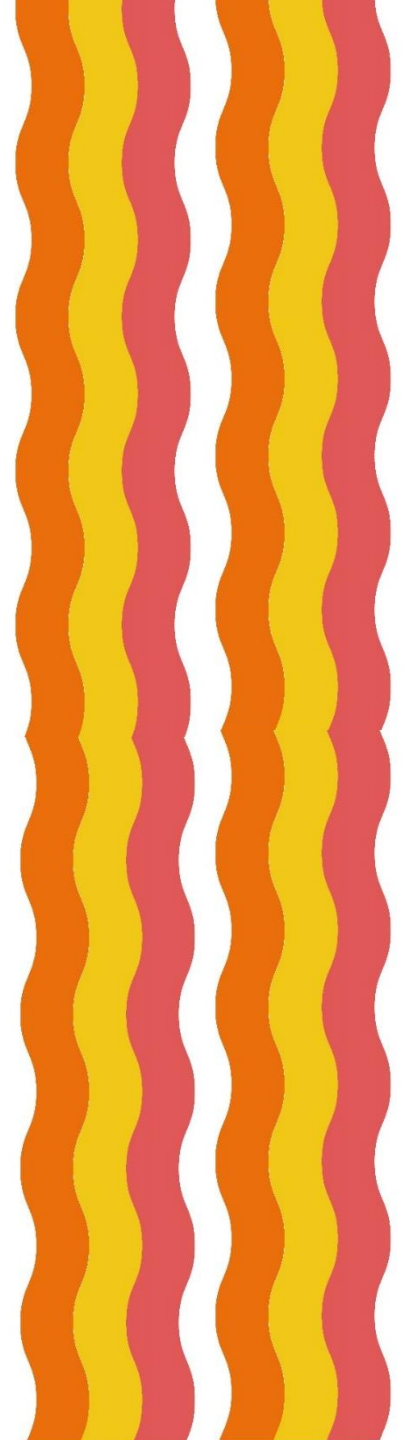
Siloed Versus Inclusive Systems

Siloed Systems

Leadership-driven

Internal & dependent on individual interests

Narrow & sector-specific

Agency Mission driven only

Multi-sector Systems

Consensus-driven

Intentional & Cross-sector

Holistic & crosscutting

Family & Community Drivers Included

Decision-making →

Collaboration →

Program Scope →

Meeting Community Needs →

Adaptive Leadership Principles

Emotional Intelligence: Adaptive leaders are sensitive to the feelings of others. They know that change isn't easy. Their empathy has the added bonus of boosting morale throughout the organization because it builds trust. *A workforce that feels heard and supported is much more likely to put in the hard work it takes to help achieve organizational goals.*

Organizational Justice: Let's call this one fairness and equity. *Adaptive leaders must be open and honest, even if the truth is hard to hear.* They need to give employees and stakeholders the facts.

Adaptive Leadership Principles

Development: Adaptive leaders love trying new things (strategies, processes, etc.), especially if it helps the organization succeed and be better prepared for change. They also have the propensity to innovate and experiment, and are not afraid to fail in the process. Perhaps most importantly, they encourage and empower employees to reach their full potential.

Character: This principle points to earning respect from those you lead. Again, transparency is key. The leader needs to be completely open and comfortable with admitting mistakes and saying stop when something isn't working. As much as they welcome change, an adaptive leader also embraces diversity and finds ways for diversity to benefit the entire organization.

Diversity asks:
Who is in the room?

Equity asks:
Who is trying to get in the room but can't?

Inclusion asks:
Have everyone's ideas been heard?

Why Focus on Diversity in Hiring Practices?

CPS social workers are predominantly White and non-Hispanic (58%), while about 24% are African American, and 15% are Hispanic. In many counties, children of color (especially Black and Latinx children are over-represented in the child welfare system).

Studies have shown that CPS workers who share or understand a family's culture may better understand that family's needs. Additionally, child welfare agencies, like all organizations, benefit from a diverse workforce. At an organizational level, ethnically diverse companies are 35% more likely to outperform other companies. Gender-diverse companies are 15% more likely to outperform companies with less gender diversity.

Kim, J., Aggarwal, A., Maloney, S., & Tibbits, M. (2021, August 12). Organizational Assessment to Implement Trauma- Informed Care for First Responders, Child Welfare Providers, and Healthcare Professionals. Professional Psychology: Research and Practice. Advance online publication. http://dx.doi.org/10.1037/pro0000408

DEI Hiring Best Practices in Child Welfare

- Ask hiring questions that require applicants to discuss how they view culture and working with others whom are different then they are.

- Emphasize your organization's commitment to being culturally responsive and making a pledge of anti-racist practices.

- Partner with community organizations to actively recruit diverse staff.

- Consider "stay interviews" with your diverse and experienced staff to better understand what keeps them engaged in this work for so many years.

Examples of DEI-Focused Hiring Questions

How do you define the concept of cultural responsiveness? How would you engage a family that is very culturally different than you?

This job often has many demands. Please give a few examples of how you plan to keep the children and family's voice the center of your work, while still meeting task driven deadlines (such as court reports, documentation, emails, etc.)?

This position requires constant critical thinking and problem solving skills, while still engaging diverse families. How will you team with and include diverse families and their supports in the decision making process?

LEVERS TO MOVE ORGANIZATIONS THROUGH THE RACE EQUITY CYCLE

THE RACE EQUITY CYCLE

MANAGERS

SENIOR LEADERS

COMMUNITIES

DATA

BOARD OF DIRECTORS

ORGANIZATIONAL CULTURE

LEARNING ENVIRONMENT

AWAKE
Orgs are focused on *representation* by increasing numbers of racially diverse people

WORK
Orgs are accountable to *addressing systemic racism* and *root causes of inequity* internally and externally

WOKE
Orgs are evolving their *culture* to value all people's contributions

Latinx Representation in the Child Welfare Workforce

3 Guiding Principles

What we know
What we don't know
What we need to know

A Quick Reprise of What We Have Learned About Latinx Youth & Families in Child Welfare

Latinx youth and families:

- Form the *majority of people we serve* at every step, from referrals to permanency

- Are *over-represented* in California's child welfare system

- Have *disparate outcomes* relative to white youth and families

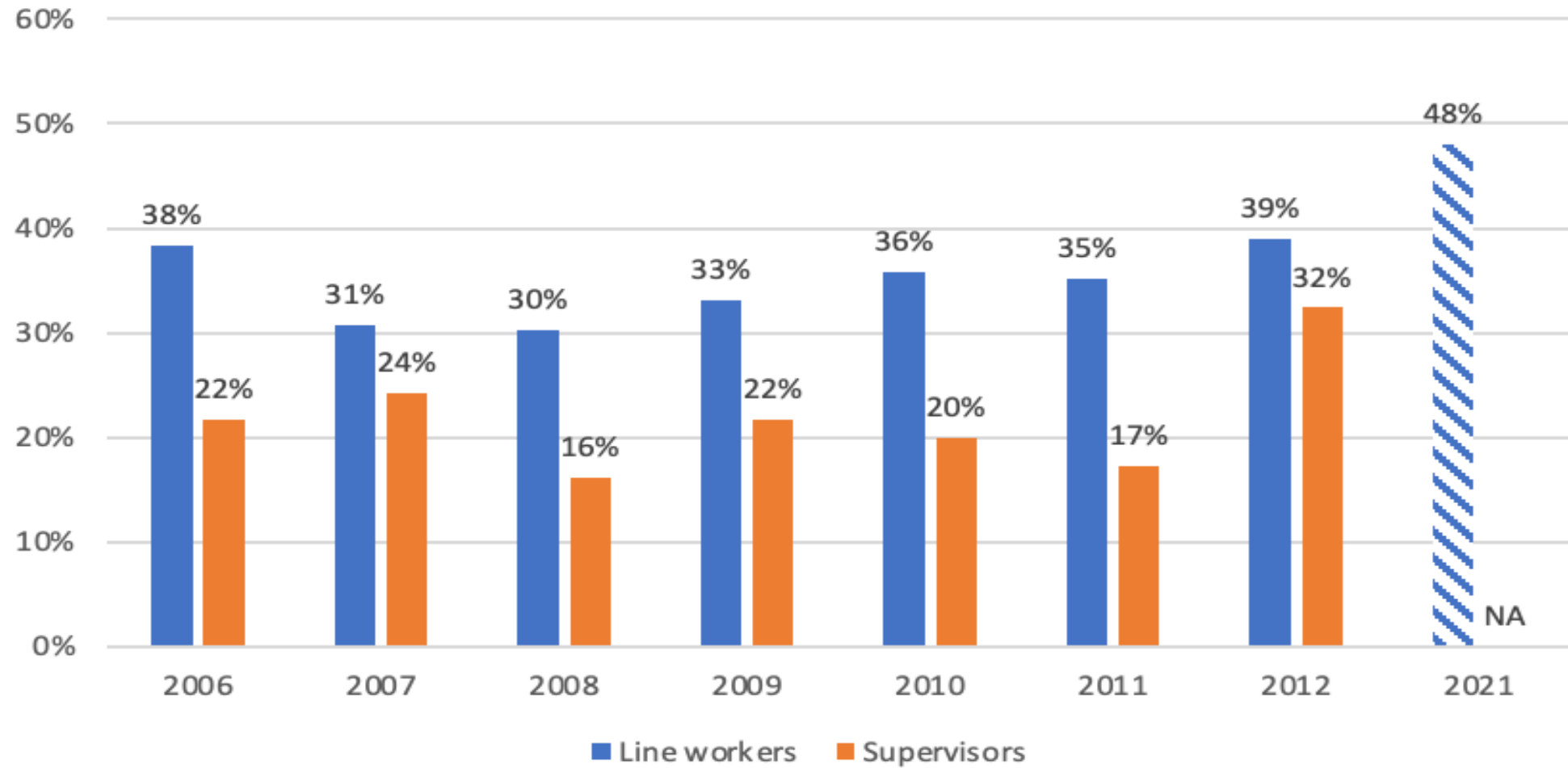- *Demonstrate resilience* and thrive in the face of poverty

Get to know your local data: outcomes incidence rates vary by jurisdiction

Child Welfare Workforce:
What We Know

- Representation is important, but not everything.
  - Everyone is responsible for responsive practice and good outcomes.
- Culture and climate of the agency are key.
- Representation differs from jurisdiction to jurisdiction.
- For newly hired line staff, Latinx representation appears to have steadily increased.
- For newly hired line staff in 2019-21 had similar Latinx representation to the child population in 2020.
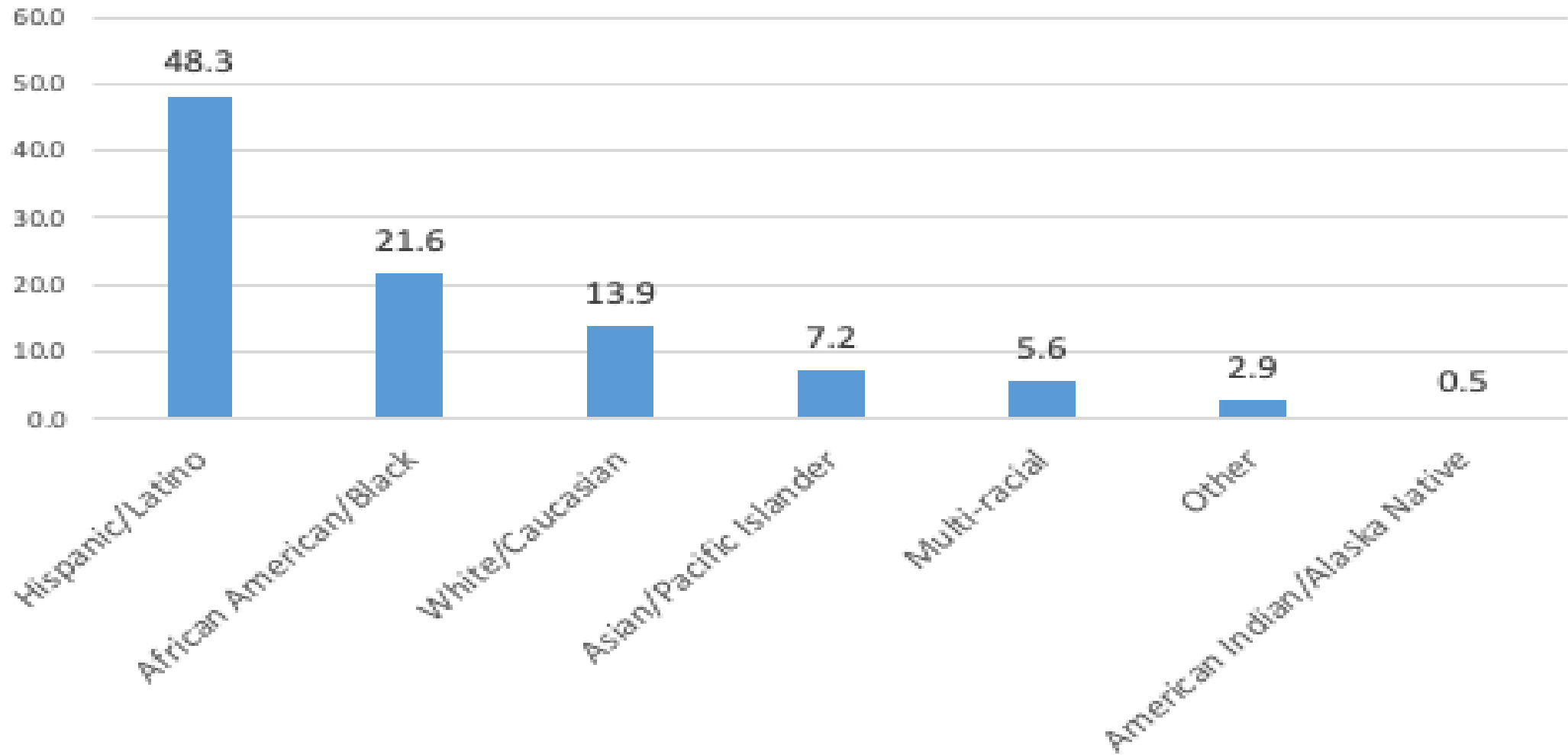
Percentage of Newly Hired/Promoted Child Welfare Staff in CA Identifying as Hispanic/Latinx

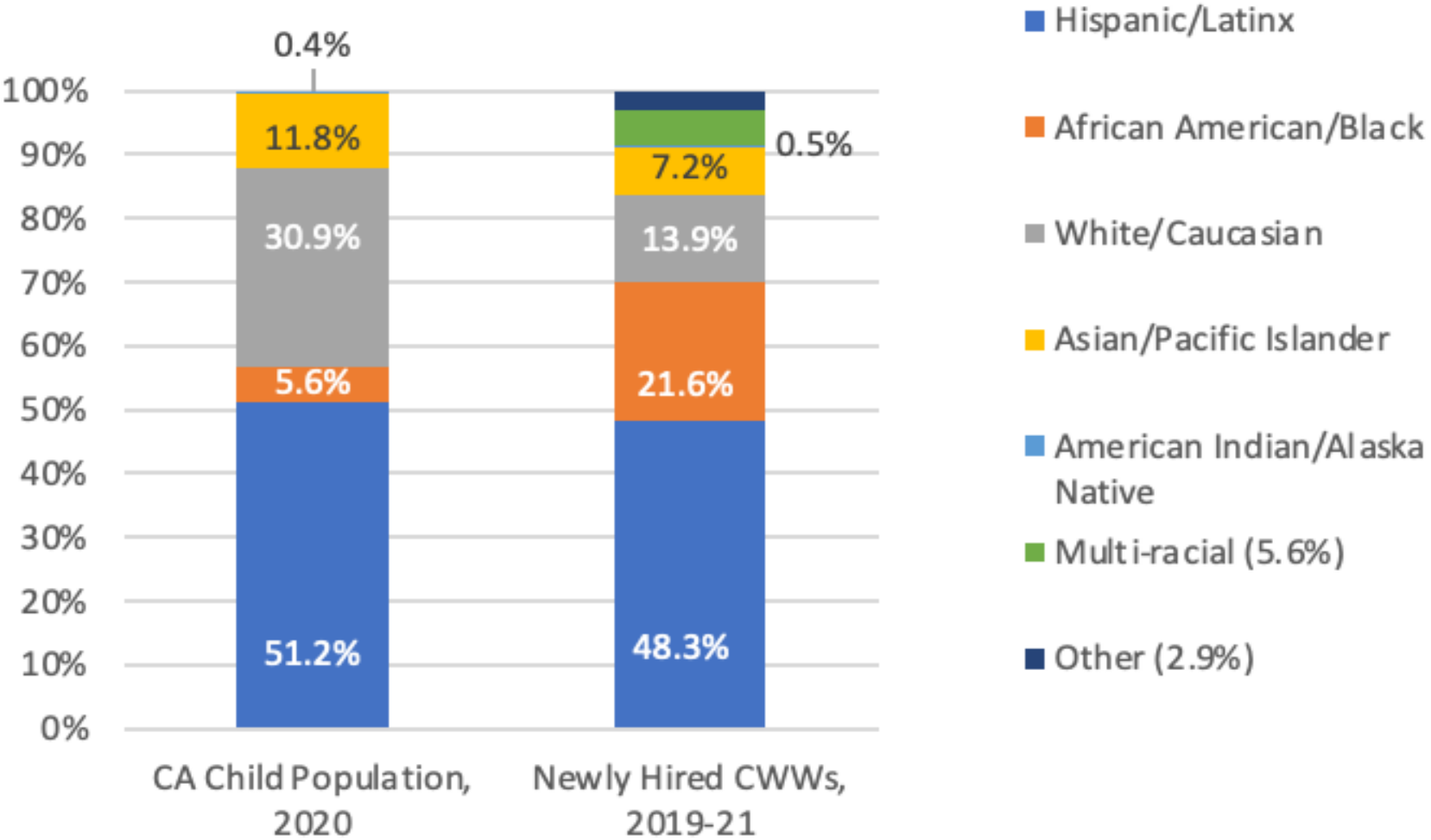| Year	Line workers	Supervisors
2006	38%	22%
2007	31%	24%
2008	30%	16%
2009	33%	22%
2010	36%	20%
2011	35%	17%
2012	39%	32%
2021	48%	NA

Source: CalSWEC Common Core Demographic data collected for all staff completing the Common Core

Newly Hired Child Welfare Workers: How do you identify yourself in terms of ethnicity/race?
1/1/19 thru 6/30/21

Newly Hired Child Welfare Workers vs. CA Child Population

Legend:
- **Hispanic/Latinx** (blue)
- **African American/Black** (orange)
- **White/Caucasian** (gray)
- **Asian/Pacific Islander** (yellow)
- **American Indian/Alaska Native** (light blue)
- **Multi-racial (5.6%)** (green)
- **Other (2.9%)** (dark blue)

CA Child Population, 2020:
- 51.2%
- 5.6%
- 30.9%
- 11.8%
- 0.4%

Newly Hired CWWs, 2019-21:
- 48.3%
- 21.6%
- 13.9%
- 7.2%
- 0.5%

Child Welfare in the Workforce: *What We Don't Know*

- Aggregate statewide demographic data on the entire workforce past line staff, supervisors, managers, leadership
- County-level demographic data
- Data on language ability
- The critical linkages in CW agencies & impact on outcomes
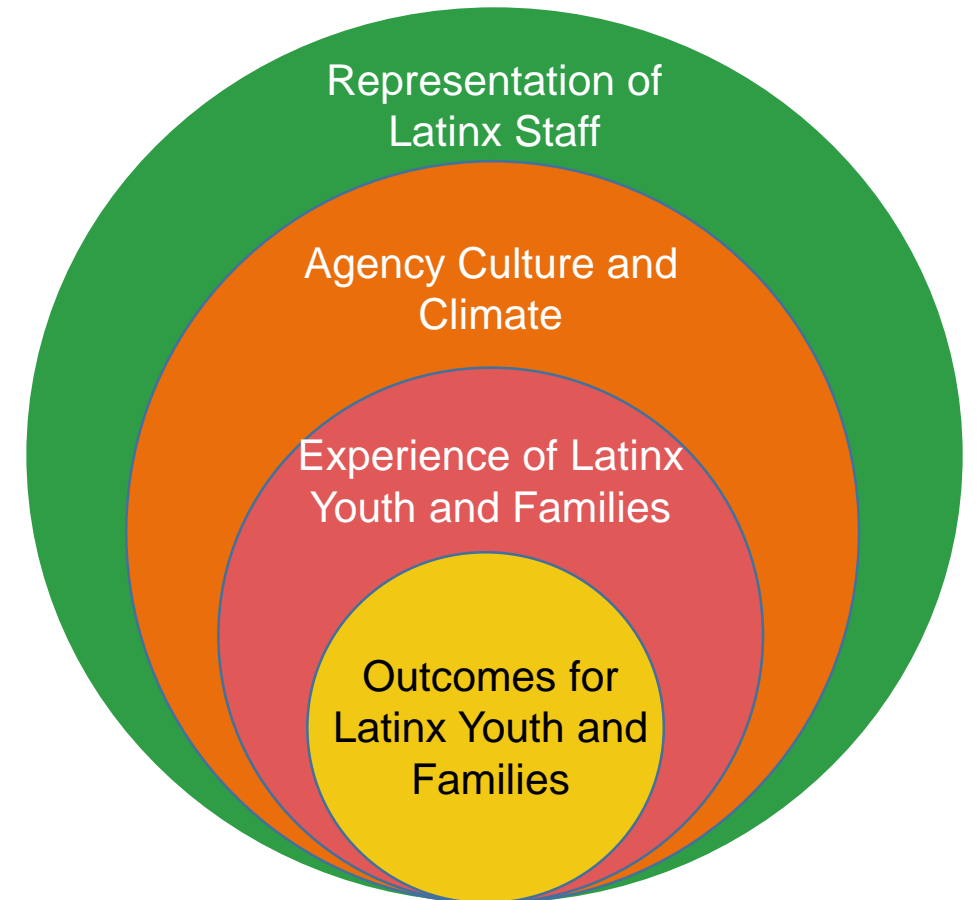
Child Welfare in the Workforce: *What We Need to Know*

More research and data collection is critical.

- Qualitative experience of Latinx staff working in the agency
- Demographic data on the child welfare workforce (national, state- and county-level)
- Data on supervisors, managers and leadership
- Data on language ability of families and the workforce
- Much, much more on the linkage between staff representation, agency culture/climate, practice and outcomes for youth and families

Breakout Session

Time to engage with other participants!

- What were your most important takeaways/insights about the workforce data presented today?
- What additional data would you like to see related to your county?
- What two steps can you take to get more data and gain more insight into the experience of Latinx youth and families with your agency? How can you get more information about the experience of Latinx staff?
- How does the culture of your agency help or hinder engagement with Latinx families and/or Latinx staff?
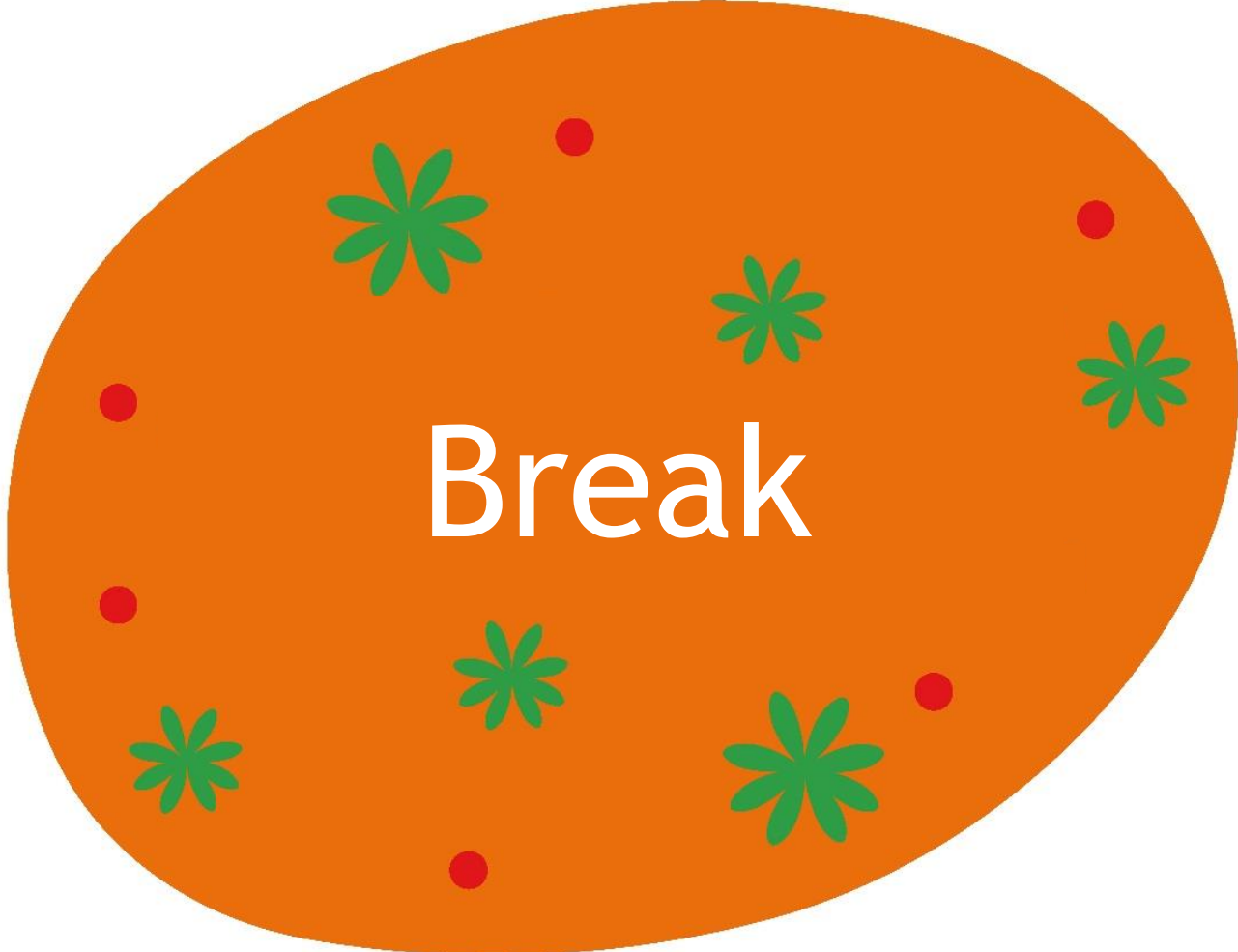
Welcome Back!

Panel Discussion

Facilitator:

Judy Webber, Ventura County Human Services Deputy Director

Panelists:

Laura Carmona, Ventura County

Leticia Garibay-Fregoso, Ventura County

Renee Lodder, Ventura County

Eva Ortiz, Monterey County

Session III Preview

- Reflect on learning from Webinars 1 and 2
- Hear about more practice strategies that work, from the family and partnership perspective
- Highlight the role of Leadership to use CPM's guidance for nurturing organizational conditions needed for effective Latinx practice
- Appreciate the role that CPM can play in enhancing CA's child welfare system for all families, tribes, and communities

Thank you for participating!

Next Session: June 29th @ 9 AM