

## Program Planning and Reflection Tool: Workforce Domain

This workforce program domain of the PPRT consists of action steps a program’s leadership can take to recruit, hire, train, and maintain a qualified and diverse staff of Infant and Early Childhood Mental Health (IECMH) Consultants. Completing the assessment will help leadership to better determine their program’s progress in hiring, supporting, and maintaining high-quality consultants.

Instructions: It is best to complete the PPRT as a program team, rather than working through it independently. The PPRT is designed to foster collaborative discussion and reflection that will lead to strategic action. Each subsection of this module lists several action steps for the team to consider and assign a rating that indicates the extent to which the program has implemented that action item. The rating system is below. Users are advised to use the “opt out” rating sparingly, if at all. Throughout the module, the supplementary guidance column offers best practice tips, resources and examples to help programs thoroughly understand and make plans, as needed, for each action step. Within each module, there is space for programs to jot down notes or reflections to help program planning move forward.

As a final note, the PPRT provides a detailed framework of recommended action steps in each domain. Depending on your program’s developmental stage, you may find that many of the tasks have already been completed, or you may discover that there is still much to do. If the volume of tasks feels overwhelming, please remember to prioritize action steps and pursue them incrementally according to your program’s needs and resources.

To access an interactive version of the PPRT, visit [www.iecmhc.org/pprt/intro](http://www.iecmhc.org/pprt/intro). To access additional resources to support program implementation, visit [www.iecmhc.org/resources/](http://www.iecmhc.org/resources/).

### Ratings

For each of the action items in this section, please use the ratings below to indicate the program’s progress so far related to determining its IECMHC sustainability strategies.

**C – Completed.** Use this rating if the program has completed this action step.

**I – In progress.** Use this rating if the program has started to work on this action step but has not finished yet.

**A – Assistance needed.** Use this rating if the program is unclear as to how to complete this action step or needs more resources or support to complete it.

**N – Not yet begun.** Use this rating if the program has not yet started to work on this action step but is interested in doing so in the future.

**O – Opt out.** Use this rating if the program is not planning to pursue this action step.

**1. Recruiting and Hiring:** Build a qualified team of consultants.

Rating	Item #	Action Step
	1	<p><b>Take steps to recruit a diverse workforce.</b> Some examples include:</p> <ul style="list-style-type: none"> <li>Reach out to organizations that serve black, indigenous, people of color (BIPOC), people with disabilities and immigrant communities to recruit potential candidates. These may include but are not limited to: Graduate schools at historically black colleges and universities and Hispanic-serving Institutions; Tribal colleges and universities; National Association of Black Social Workers; Association of Latina/Latino Social Work Educators; National Association of Puerto Rican and Hispanic Social Workers; National Pan-Hellenic Council.</li> <li>Post job announcements in places accessed by BIPOC, people with disabilities, and immigrant communities. These may include but are not limited to those listed above as well as the following: Community-based organizations and religious organizations.</li> </ul>
	2	<p><b>Recruit consultants with master’s degrees, who are license-eligible, and who have experience in early childhood settings</b> such as the one where consultation is being provided and/or in IECMH. Examples of qualified mental health (MH) providers include: 1) licensed Professional Counselor (LPC), working toward license, experience includes directing a childcare center; 2) Licensed Clinical Social Worker (LCSW), licensed, working toward infant mental health (IMH) endorsement; 3) Marriage and Family Therapist (MFT), Registered Nurse (RN), working toward licensure, experience as a pediatric nurse.</p>
	3	<p><b>Create a consultant job description that aligns with the <u>Consultant Competencies and community needs assessment</u>.</b> For examples, See the Center of Excellence’s (CoE’s) <u>IECMHC Hiring Guidance</u> e-learning module and the CoE’s <u>Consultant Competencies</u>.</p>

Use the space below to identify which areas that are **I – In progress** and **A – Assistance needed**, with your team, develop a plan, discuss the challenges, and how you will address them.

## 2. Initial Training: Prepare staff to provide consultation.

Rating	Item #	Action Step
	1	<b>Provide standard comprehensive training to new hires before they begin providing consultation.</b> Training may include: readings about MH consultation, materials about program design, the <u>IECMH Consultant Training and Support Guide</u> onboarding resource, and opportunities to shadow experienced consultants in the field.
		<b>Include the following topics in pre-service training:</b>
	1	<b>Program-specific information.</b> Some examples of what to include are: Policy and procedure manual, service-delivery process, program design, and consultation approach.
	2	<b>Core consultant competencies:</b> Eight core consultation competencies can be found at <u>IECMHC Consultant Competencies</u> . Note that the CoE has created a set of foundational modules and consultant assessment based on the competencies: <a href="https://www.iecmhc.org/resources/foundational-modules/">https://www.iecmhc.org/resources/foundational-modules/</a> .
	3	<b>Program evaluation.</b> Some examples of what to include are: the importance and benefits of program evaluation and consultant duties in the program-evaluation process (including review of assessment, measures, and collection protocol).
	4	<b>Diversity, equity, and inclusion.</b> Some examples of what to include are: <ul style="list-style-type: none"> <li>• Utilizing the <u>equity</u> section on the CoE website, including the <u>101 Equity 2020 Webinar Series</u> and the <u>Racial Equity Toolkit</u>, which includes a list of resources to advance equity through IECMHC.</li> <li>• Deepening understanding of strategies to ensure meaningful and full inclusion of infants and young children with disabilities.</li> <li>• Implicit bias and its effects on the perceptions of behavior, expectations, and decision-making. See the CoE's <u>Beyond the 101 Equity</u>.</li> <li>• Cultural norms in child-rearing.</li> </ul>

	5	<b>Shadowing.</b> Provide new consultants with the opportunity to shadow more experienced consultants before building up and managing their own caseload.
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Use the space below to identify which areas that are **I – In progress** and **A – Assistance needed**, with your team, develop a plan, discuss the challenges, and how you will address them.

### 3. Ongoing Professional Development: Develop and maintain a skilled consultation team.

Rating	Item #	Action Step
	1	<b>Provide regularly scheduled professional development training and activities for consultants.</b> Some examples include: offer annual training retreats; schedule monthly book discussions; provide financial support to attend conferences; and regularly schedule reflective supervision that includes sharing and discussing equity issues.
	2	<b>Assess consultant training needs and provide training to meet those needs.</b> Some examples include: Discuss training needs at staff meetings or in supervision and poll supervisors for training recommendations.
	3	<b>Provide ongoing training on diversity and equity topics and ensure that diversity and equity are infused throughout all training.</b> Some examples include: Require consultants to view the CoE <a href="#">equity training modules and resources</a> , including the following: Equity webinars ( <a href="#">101 Equity 2020 Webinar Series</a> and <a href="#">101 Equity 2021 Webinar Series</a> , <a href="#">Equity Chat Series</a> , <a href="#">Racial Equity Toolkit</a> , and read and discuss books addressing racial disparity issues as a group.
	4	<b>Create an annual consultant evaluation to assess consultants' performance and provide feedback.</b> Information to rate consultants should include: responses from consultee surveys, consultant performance on administrative tasks, formal observation.

Use the space below to identify which areas that are **I – In progress** and **A – Assistance needed**, with your team, develop a plan, discuss the challenges, and how you will address them.

**4. Clinical/Reflective Supervision and Supports:** Ensure consultant quality and competence.

Rating	Item #	Action Step
	1	<b>Provide consultants with regular reflective supervision, separate from administrative supervision.</b> This can be done through: Weekly or bimonthly individual reflective supervision, group reflective supervision, and reflective activities during training.
	2	<b>Hire reflective supervisors who are licensed MH providers with experience in consultation and training in providing reflective supervision.</b> Some examples include: Program director who has received reflective supervision and attended regional trainings on providing reflective supervision, or reflective supervision consultant in another state who has been a MH consultant in a home visiting program and is endorsed in IMH. <sup>[1]</sup>
		<sup>[1]</sup> IMH providers can receive endorsement through the Alliance for the Advancement of Infant Mental Health or in some cases through their state's IMH endorsement system (e.g., Ohio, California, Illinois). To provide reflective supervision, the provider needs to be endorsed at a certain level or specifically in reflective supervision, depending upon the endorsement system being used.
	3	<b>Support formal and informal mechanisms for consultants to connect with one another.</b> Support team connections through: Book or journal clubs, regular virtual or in-person coffee or lunch hour, and private team Facebook page.  See the CoE's <a href="#">Sustaining IECMH Consultants in Their Jobs</a> for additional suggestions.
	4	<b>Provide clinical supervision to consultants working toward licensure.</b> This should include: Regular clinical supervision with a supervisor licensed in the same discipline, and reflective supervision provided in addition.

Use the space below to identify which areas that are **I – In progress** and **A – Assistance needed**, with your team, develop a plan, discuss the challenges, and how you will address them.

**5. Service-Delivery Support:** Enhance consultant direct service skill set.

Rating	Item #	Action Step
	1	<p><b>Support consultants' continuous exploration of new and different delivery strategies to meet the varying needs of consultees.</b></p> <p>For example:</p> <ul style="list-style-type: none"> <li>• In a setting using a social-emotional curriculum, infuse that curriculum's language and ideas into the work the consultant does with teachers.</li> <li>• In a pediatric setting, use caregiver-child interaction therapy strategies to help caregivers with challenging behavior.</li> </ul>
	2	<p><b>Identify and provide opportunities for consultants to build and update their resource materials.</b></p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Provide peer-networking opportunities.</li> <li>• Provide resource materials.</li> <li>• Offer specialized development sessions that include a focus on equity.</li> </ul>
	3	<p><b>Train consultants in use of standardized screening measures.</b> Refer to the Program Evaluation Program Assessment Section or guidelines on screening measure selection. And see the CoE's <u>Outcome Measures for IECMHC</u> for information on measures and measure selection.</p>
	4	<p><b>Support consultants in building and maintaining relationships with community agencies that serve and support the same population.</b> For example, create time for consultants to: Participate in director network meetings, engage with technical assistance personnel, and connect with state early intervention programs (i.e., Part C).</p>

Use the space below to identify which areas that are **I – In progress** and **A – Assistance needed**, with your team, develop a plan, discuss the challenges, and how you will address them.

**6. Workforce Retention:** Support consultant job satisfaction and prevent burnout.

Rating	Item #	Action Step
	1	<b>Provide emotional support for consultants.</b> Some examples include: Promote a work-life balance, support use of stress-management techniques, and provide reflective supervision.
	2	<b>Provide professional support for consultants.</b> Allow time for consultants to: Prepare for licensure requirements, receive professional education support, engage in peer mentoring, and engage in reflective supervision.
	3	<b>Seek better ways to compensate consultants for their expertise.</b> Some examples include: Work to change policy impacting consultant compensation, and seek additional funding to increase consultant compensation or benefits (e.g., covering continuing education training or conference fees and travel costs).

Use the space below to identify which areas that are **I – In progress** and **A – Assistance** needed, with your team, develop a plan, discuss the challenges, and how you will address them