

## **Subject Areas and Services Required**

### **A. Subject Areas**

The Staff Development Unit anticipates offering Professional Development and Organizational Development opportunities in the following subject areas:

1. Training in computer applications, including Microsoft Excel; Microsoft Word; Microsoft PowerPoint; Microsoft Outlook; Microsoft Teams; Microsoft Planner; Microsoft Lists; Microsoft Forms; Microsoft Copilot; Microsoft SharePoint; Microsoft Visio; Microsoft Access; Microsoft OneNote; Adobe Acrobat; Articulate 360; Power BI; Sequel; Pano; Apricot; Team.Wiki; and others as required.
2. Training in the use of statewide applications used in Human Services programs, including CalSAWS; MEDS; CMS/CMS; CWS CARES; SafeMeasures; Structured Decision Making; CMIPS; and others as required.
3. Training and coaching on building job-related skills and competencies such as effective communication; business writing; developing emotional intelligence; effective interviewing; public speaking; presentation skills; facilitation; customer service; organizational skills; time management; self-management; problem solving; planning; project management; professionalism; team work; public services values and ethics; conflict resolution; managing stress; self-care; wellness; and others as required.
4. Training, coaching and consultation on safety and safety practices, including in the areas of first aid; CPR; de-escalation tools and techniques; lobby safety practices; field safety practices; responding to an active assailant; and others as required.
5. Training, coaching and consultation on effectively serving in a non-supervisory lead position in the public-sector Human Services context, including in the areas of effective communication; building trust; emotional intelligence; reducing interpersonal stress; working with adult learners; and others as required.
6. Training, coaching and consultation on effective supervision in the public-sector Human Services context, including in the areas of transitioning to supervision; foundations of supervision; effective communication; understanding self and others; performance management; coaching for performance; monitoring and documenting performance; writing performance evaluations; progressive discipline; supervising remote workers; and others as required.
7. Training, coaching and consultation on effective management in the public-sector Human Services context, including in the areas of effective communication; management fundamentals; managing self; managing others; fostering employee engagement; supporting supervisory best practices; development coaching and feedback; effectively leading through change;

- managing a remote workforce; strategic planning; program management; complex decision-making; fostering organizational health; and others as required.
8. Training, coaching and consultation on racial equity, diversity, inclusion and belonging, including in the areas of developing a shared understanding of key racial equity concepts; building awareness of the distinction between institutional, structural, interpersonal and individual racism; developing understanding of methods to create change; developing skills needed to sensitively and productively engage in discussions about race and its impacts; addressing bias; interrupting micro-aggressions; responding to and resolving conflict; fostering and facilitating restorative practices; creating a culture of dignity and belonging; supporting equitable employee development; and others as required. Services delivered in this area must be trauma-informed and anti-racist in approach.
  9. Training, coaching and consultation on responding to trauma and its effects, including in the areas of understanding trauma and its impact; recognizing the impacts adverse childhood experiences and adverse community environments; providing trauma-informed care; building a trauma-informed organization; providing reflective, trauma-informed supervision; and others as required.
  10. Training, coaching and consultation on topics of specific interest to the Family, Youth & Children Division, including in the areas of racial equity; LGBTQIA+ issues; implicit bias in Child Welfare; disproportionality in Child Welfare; legal and ethical issues; signs and indicators of intimate partner violence; signs and indicators of child abuse and neglect; safety organized practice; commercially sexually exploited children; working with undocumented families; writing petitions and court reports; effective interviewing in the Child Welfare context; trauma-informed care; and others as required.
  11. Training, coaching and consultation on topics of specific interest to the Adult & Aging Division, including in the areas of case management; interviewing; assessment; working with the elderly and disabled with mental health and substance use issues; working with adults with disabilities; Alzheimer's disease and other dementias; delirium; depression; crisis intervention; suicide prevention and intervention; ageism; aging and poverty; hoarding; health care; end of life; motivational interviewing; loneliness and isolation; racial equity; anti-racism; LGBTQIA+ issues for older adults; post-traumatic stress disorder; working with older and disabled military veterans; stress management; self-care; and others as required.
  12. Training, coaching and consultation on topics of specific interest to the Employment & Training Division, including in the areas of CalWORKs 2.0; working effectively with persons experiencing homelessness; motivational

- interviewing; trauma-informed care; effective engagement; interviewing and assessment; crisis intervention; de-escalation techniques; working with mental and substance use issues; and others as required.
13. Training, coaching and consultation on topics of specific interest to the Economic Assistance Division, including in the areas of CalFresh; Medi-Cal; customer service; de-escalation techniques; crisis intervention; working with mental health and substance use issues; health conditions impacting individuals and families; racial equity; SOGIE; workload management; stress management; self-care and resilience; and others as required.
  14. Training, coaching and consultation on topics of specific interest to the Staff Development Unit, including in the areas of training for trainers; presentation skills; facilitation skills; curricula and content development; learner engagement; e-learning development; training evaluation; and others as required.
  15. Training, coaching and consultation on additional topics not mentioned above as proposed by the applicant.

The training, coaching and consultation opportunities described above may include the requirement to perform needs assessments, develop curricula and content, and develop e-learning content. Services may be required to be delivered in-person or virtually using video-conferencing applications.

## **B. Services Required**

Professional Development and Organizational Development Services requested may include training; facilitation; curricula and content development; e-learning development; coaching; organizational assessment; and consultation services. Specific service descriptions are as follows:

### **1. Training**

Training may consist of small or large group instruction, in a classroom or lab setting. Training may be conducted in-person or virtually through video-conferencing applications. Training focuses on the development of the learners' knowledge, skills and abilities, and includes delivery of both learning content and practical exercises that provide learners the opportunity to apply knowledge.

### **2. Facilitation**

Facilitation may include the facilitation of needs assessments, learning activities, meetings, focus groups, committees and workgroups. Facilitation may be performed for the purposes of gathering information, supporting individual and organizational learning, enhancing the function of teams, or supporting the department's internal work and external service delivery. Facilitation may be provided in-person or virtually using video-conferencing applications.

### **3. Curricula and Content Development**

Curricula and Content Development may be requested in the context of delivering training, coaching and consultation, or may be requested as an independent project to support the Staff Development Unit's delivery of the curricula and content developed. Curricula and Content Development may include the creating of course descriptions, learning objectives, presentations, instructional activities, handouts, job aids and materials for learners' further reading or future reference.

### **4. E-Learning Development**

E-Learning Development may include the development of video materials and e-learning modules, primarily designed for asynchronous learning delivery through the County's Learning Management System.

### **5. Coaching**

Coaching may include individual or small group sessions, focused on developing or reinforcing the participants' knowledge, skills and abilities. Coaching sessions may be conducted in-person or virtually through video-conferencing applications.

### **6. Organizational Assessment**

Organizational Assessment may focus on the needs, functioning, work processes, climate and culture of the organization. Assessment may be broad in scope, or focused on a specific division, section, unit or team. Assessment may include review of written materials and data sets, individual interview, focus groups and observations. A report of assessment results, findings and recommendations may be required.

### **7. Consultation**

Consultation may include individual, group or team consultation meetings designed to allow participants to benefit from the consultant's expertise and guidance. Consultation is distinct from coaching in that consulting is focused on the sharing of information and exploration of alternatives, whereas coaching is focused on the development or reinforcement of knowledge, skills and abilities. Consultation may be performed in-person or virtually through the use of video-conferencing applications.