Cross-Site Evaluation of the Children's Bureau's Child Welfare Technical Assistance Implementation Centers and National Child Welfare Resource Centers

Agency Results Survey

State/Tribal ID Number:
Respondent Name:
Position Title:

Interviewer:
Notetaker:

Date:

INSTRUCTIONS FOR INTERVIEWER:

For items noted as PREFILL, the interviewer will need to obtain this information prior to conducting the interview. This information may be gleaned from the Children's Bureau's technical assistance tracking system (OneNet), TTACC Portal, ARS Round I interview transcripts, semi-annual progress reports, or agency websites.

Introduction

Hello. My name is _____. I am calling from James Bell Associates, an evaluation firm based in Arlington, VA. As you may know, James Bell Associates and ICF International have been contracted by the Children's Bureau to conduct an independent evaluation of the Children's Bureau's Implementation Centers and National Resource Centers. We have conducted this interview previously in 2010 and in 2012; since this is a longitudinal evaluation designed to examine the role of technical assistance over time in helping states and tribes to improve their child welfare systems, the interview is being administered again this year. We want to learn more about the technical assistance activities and services that have been provided to **STATE/TRIBE** to help improve the child welfare system. For purposes of this evaluation, we define the *child welfare system* to include the child welfare agency, the courts and legal system, social service agencies, and other child-serving providers.   Your participation is critical to this evaluation. We expect that the interview will take about 60 minutes. Your privacy is important to us. Information you provide during the interview will be combined with answers from other agencies and will not be associated with States/Tribes or individual respondents.

Do you have any questions about what I've explained to you before we begin? I would like to first start out by asking you some basic information on your background and history with the agency.

First we need some information on your background and history with the agency.

A. Background

A1. What is your position title?

A2. How long have you been in this position?
_____years or _____months

A3. How long have you been with the agency?
_____years or _____ months

A4. What other positions have you held within the agency?

B. Characteristics of the Child Welfare System
Now, we would like to clarify some background information on the child welfare system overall.

B1. In STATE/TRIBE, the name of the agency where child welfare resides is
[Prefill from TTACC and/or Rnd I and II notes] _____:

Is this correct?

B2. And your child welfare system is

Prefill →		Tribally administered/governed
Prefill →		County Administered
Prefill →		State Administered
Prefill →		State Administered, State Supervised

Is this correct?

B3. [*Prefill from TTACC and/or Rnd 1 notes and check the appropriate box*]
☐ Your agency contracts with private agencies for *[prefill]*_____ services? Is this correct?
☐ Your agency contracts with private agencies for all of the services. Is this correct?
☐ Your agency does not contract with private agencies. Is this correct?

If not correct → Please explain: _____
        Probe: Intake investigation, in-home services, case management, foster care, adoption

B4. [*If 2012 Round II respondent, review Round II notes regarding consent decree or settlement agreement; then ask if still correct. If new respondent, ask as follows*]
Is the child welfare system operating under consent decree or settlement agreement as a result of a class action lawsuit?
   If Yes → What are/were the terms of the consent decree or settlement agreement?

C.   Organizational and Systems Change

> *Interviewer Instruction: Please review STATE/TRIBE's interview notes from ARS Round II prior to the interview and prefill prior change efforts.*
> • *If STATE/TRIBE participated during Round II or Round I of ARS, begin with* **C1**.
> • *If new STATE/TRIBE, begin with* **C6**.

C1.   We want to begin by reviewing the child welfare system changes we covered in our last interview with [STATE/TRIBE] that were underway at that time. We will also be discussing new changes that may have occurred in your child welfare system in the past year.
Later we will discuss the technical assistance that has been provided. Remember that when we ask about the child welfare system we mean the child welfare agency, the courts and legal system, social service agencies, and other child-serving providers.

At the time of our interview in the [winter of 2012], [STATE/TRIBE] described the following changes underway in your child welfare system:
*Prefill:*_____
_____
_____

C2.   What organizational and/or systems changes achieved (or underway) previously [*see C1 above*] has the child welfare system been <u>able to sustain</u>?

   What changes has the child welfare system been <u>unable</u> to sustain?

      Why? Can you explain what happened?

C3.   *Note to Interviewer: Reference the changes noted in C1 and C2 above.* Have these changes in the child welfare system resulted in improved outcomes for the children and families served by the child welfare system?

   If **No** → **SKIP TO C4**

   If yes → What improved outcomes for children and families have been achieved?

      What evidence is available to document these improvements?

C4.   Were there any *new* system or organizational changes underway in your CW system over the past year?

Probes (provide if needed): Changes within the child welfare agency; changes within the courts & legal system; changes within social service agencies; changes in how the child welfare agency works with partnering agencies and organizations.

If **No** changes occurred→ **SKIP TO C8**

If Yes → What changed? *[Note what changed, how it changed, if these were improvements, and whether these were planned changes.]*

C5. Have these recent changes in the child welfare system you described resulted in <u>improved outcomes for the children and families</u> served by the child welfare system?

      If No→ SKIP TO C8

      If yes → What improved outcomes for children and families have been achieved?

          What evidence is available to document these improvements?

C6. We want to begin by reviewing any changes that may have occurred in STATE/TRIBE's child welfare system in the recent years. Later we will discuss the technical assistance that has been provided. Remember that when we ask about the child welfare system we mean the child welfare agency, the courts and legal system, social service agencies, and other child-serving providers.

Have there been any changes in [STATE/TRIBE]'s child welfare system in recent years?
Probes (provide if needed): Changes within the child welfare agency; changes within the courts & legal system; changes within social service agencies; changes in how the child welfare agency works with partnering agencies and organizations.

If **No** changes occurred → **SKIP TO C8**

If Yes → What changed? *[Note what changed, how it changed, if these were improvements, and whether these were planned changes.]*

Have any of these changes occurred in the last year?

C7. Have the changes in the child welfare system you described resulted in <u>improved outcomes for the children and families </u>served by the child welfare system?

      If No → SKIP TO C8

      If yes → What improved outcomes for children and families have been achieved?

          What evidence is available to document these improvements?

C8. There are many reasons why the *child welfare system* may or may not be able to achieve the organizational or systems change it desires. There are also many factors, both internal to the organization and external, including community or contextual factors, that can either hinder or help to achieve the intended change.

From your perspective, what key factors <u>helped</u> the *child welfare system* to achieve its desired changes in the last year?

C9. What key factors <u>hindered</u> the *child welfare system* from achieving its desired changes in the last year?

C10. To get a complete picture of factors influencing change in the *child welfare system*, please tell me if there are any other factors provided on the following list that may have helped or hindered the *child welfare system's* ability to achieve desired changes in the last year.

> *Interviewer instruction. For those factors cited, record whether the factor helped or hindered and any comments provided. Where noted, specify whether the organizational leader mentioned is the Child Welfare Agency Director, a Judge, etc.*

Additional factors:

Factors	Help	Hind	Comments
CB T/TA Provider Factors			
Quality of the National Resources Centers' TA			
Quality of the Implementation Center's TA			
Intensity (frequency, duration, depth) of the NRCs' TA			
Intensity (frequency, duration, depth) of the IC's TA			
Organizational Agency Factors	**Help**	**Hind**	**Comments**
Length of tenure of organizational leader. *Specify:*			
Length of tenure of senior administrative/ managerial staff			
Length of tenure of middle manager staff			
Length of tenure of supervisor or frontline staff			
Rate of staff turnover			
Active involvement of management in the change			
Active involvement of supervisors and/or frontline staff in the change			
Leadership provided by organizational leader. *Specify:*			
Availability of staff time			
Staffing resources available			
Financial resources available			
Number of current change initiatives in agency			
Priority level of the change initiative within agency			
Organizational culture –attitudes, experiences, beliefs and values of the organization			
Organizational climate or the work environment			
Existing agency infrastructure			
Environmental and Contextual Factors			
[For Tribes only] Relationship with the State(s)			
Adequacy of service array			
Use of performance-based contracts			

Agency's relationship with partners			
Change initiatives underway in partnering systems			
Economic environment/condition			
Lawsuit/legal settlement			
State/local law or policy change			
Federal law or policy change			
Public perception of agency to fulfill mission to children and families			
Use of technical assistance provided by those outside the Children's Bureau's T/TA Network: • Private consultants • Other Federal technical assistance providers • Foundations • University Partners			

D. State/Tribal T/TA Needs

Now, about the STATE/TRIBE's training and technical assistance needs.

D1.   What pressing issues or problems has your *child welfare system* needed to address in the last year?

D2.   In the last year, did your State/Tribe need particular types of assistance that were not available from the ICs and NRCs? Please explain.

D3.   Which types of technical assistance or topical areas covered by the ICs and NRCs have been *most* successful at meeting your State/Tribe's needs?

D4.   Which types of technical assistance or topical areas covered by the ICs and NRCs have been *least* successful at meeting your State/Tribe's needs?

E. Familiarity with the Children's Bureau T/TA Network

The Children's Bureau sponsors free technical assistance to States and Tribes through the Child Welfare Training and Technical Assistance Network. The list of providers included under question E on your interview protocol represents the current members of the Children's Bureau's T/TA Network, including National Resource Centers, Implementation Centers, and other National centers, repositories, and child welfare related T/TA providers. We are going to refer to this list of Network members for the next few questions.

National Resource Centers	National Centers, Repositories, and Child Welfare T/TA Entities
NRC for Adoption	Training and Technical Assistance Coordination Center (Coordination Center)
NRC for Child Protective Services	Child Welfare Information Gateway
NRC for Child Welfare Data and Technology	National Quality Improvement Center (QIC) Differential Response in Child Protective Services
NRC for In-Home Services	QIC on Early Childhood
NRC on Legal and Judicial Issues	QIC on Non-Resident Fathers and the Child Welfare System

NRC for Organizational Improvement	QIC on Privatization of Child Welfare Services
NRC for Permanency and Family Connections	QIC on the Representation of Children in the Child Welfare System
NRC for Recruitment and Retention of Foster and Adoptive Parents	National Data Archive on Child Abuse and Neglect
NRC for Tribes	National Child Welfare Workforce Institute
NRC for Youth Development	Training and Technical Assistance to State Legislators on the Child and Family Services Reviews
Implementation Centers	National Technical Assistance and Evaluation Center for Child Welfare Systems of Care Grantees
Atlantic Coast IC	National Abandoned Infants Assistance Resource Center
Midwest IC	NRC for Community-Based Child Abuse Prevention
Mountains and Plains IC	National Center on Substance Abuse and Child Welfare
Northeast and Caribbean IC	National Technical Assistance Center for Children's Mental Health
Western and Pacific IC	Technical Assistance Partnership for Child and Family Mental Health

E1.   Do you view these technical assistance providers as part of one overall, integrated network? Please explain your answer.

E2.   a. Are you familiar with the Children's Bureau Training and Technical Assistance Coordination Center (Coordination Center)?

b. Have any of its resources (e.g., Coordination Center Portal, informational brochures, T/TA Request line) helped you access or use services from the T/TA Network?
          If Yes → Which resources?

c. How often do you have contact with the Coordination Center?

d. What is your understanding of the Coordination Center's role?

e. Has the Coordination Center been helpful in your systems change initiatives?
          If Yes → Please explain

F. T/TA Engagement and Utilization

Next we have some questions about your involvement with the Children's Bureau's Training and Technical Assistance Network.

Interviewer instruction: Please prefill the table(s) for questions F1, F2, and F9 prior to the interview using information from the T/TA Summaries prepared for Round III and OneNet.
- *If T/TA was received, begin with F1.*
- *If T/TA was not received, begin with F2.*
For each row of the table, read "On [date], [T/TA Provider] provided technical assistance on [topic area] by [mode of TA delivery]."

F1.   According to the Children's Bureau's records of technical assistance activities in the past year, the STATE/TRIBE has received technical assistance from the following IC and NRCs in the following areas:

T/TA Provider	Topic Area
Prefill	*Prefill*

Did we miss anything?
If no → **SKIP TO F4**

If so, tell us what additional T/TA was received and we will make note of that. Let's move on now to talk about the technical assistance that was received. **SKIP TO F4 →**

F2.   According to the Children's Bureau's records of technical assistance activities in the past year, STATE/TRIBE has not received any technical assistance from the IC or NRCs.

If correct → **CONTINUE with F3 →**
If incorrect (*If the information in OneNet was incomplete or incorrect, continue with the question).*

Which IC or NRCs provided technical assistance and what areas were addressed?

T/TA Provider	Topic Area

Let's move on now to talk about the technical assistance that was received. **SKIP TO F4 →**

Interviewer instruction: For States/Tribes with no T/TA activity, ask F3 and then skip to F8.
Make sure to record "Yes" or "No" in addition to respondent's additional comments to all items F3-F9.

F3.   Did STATE/TRIBE request any technical assistance from the National Resource Centers or apply for an Implementation Project through the Implementation Center in the past year?

Yes →   Why was technical assistance not provided?
          Record response and then SKIP TO F8 →

No →   *If T/TA was not requested, continue*
          Was there a need for technical assistance?
          No → **SKIP TO F8**
          Yes → Why did the state/tribe not pursue technical assistance through the NRCs or IC?
                 Record response and then SKIP TO F8 →

F4. In reflecting on the T/TA that STATE/TRIBE received from the Children's Bureau's T/TA Network in the past year, did the technical assistance provided reflect an understanding of STATE/TRIBE's child welfare system and how your system operates? Please explain.

    If Yes → Can you explain?
    If No → Why not?

F5. Did the technical assistance offer an array of solutions and allow the STATE/TRIBE to determine the most appropriate course of action?
    If Yes → Can you explain?
    If No → Why not?

F6. Did the technical assistance address the issues for which STATE/TRIBE sought T/TA?
    If Yes → Can you explain?
    If No → Why not?

F7. Earlier we asked about recent/ongoing changes within your child welfare system. Let's review this list of changes we discussed. For each of the changes in your child welfare system that you mentioned, please indicate if T/TA from the IC or NRCs contributed to the change, and if so, how; then indicate if other T/TA (outside of Children's Bureau Network) contributed to the change or if there was some other factor(s) that contributed to the achievement of this change.

Outcome/Change in CW System that was achieved [*prefill from Qs. C2 –C7*]	Did T/TA from IC or NRC contribute to this change? (Y/N)	How did IC or NRC T/TA contribute to this change?	Did T/TA from providers outside CB Network contribute to this change (Y/N?	Were there some other factor(s) that contributed to the achievement of this change?

F8. Are you aware of any recent changes in the process for requesting and obtaining T/TA from the CB Network providers?
    If No → Go to **F9**
    If Yes → Has your child welfare system been impacted by those changes? Please explain?

        What do you see as the benefits of these changes?
        What do you see as the challenges associated with these changes?

F9. Has STATE/TRIBE received technical assistance from other T/TA providers outside of the Children's Bureau's Network in the last year?
    If No → Why not?
    If Yes →

T/TA Provider	Paid Services	Topic Area
Prefill, if available from TTACC	*Prefill, if available*	*Prefill, if available from TTACC*

Who provided this T/TA?

What topics or issues were addressed?

Did you pay for these services?

How did you decide which T/TA providers to use?

Was the T/TA effective?

Did the T/TA result in the desired change?

G. Facilitators and Barriers to T/TA Utilization

> *Interviewer instruction:* *Ask the following questions of all respondents.*

G1.	There are many factors that may help or hinder STATE/TRIBE's utilization of technical assistance provided by the Implementation Center or National Resource Centers.

Over the last year, were there any key factors that helped STATE /TRIBE to use the technical assistance provided by the NRCs or IC?

G2.	From your perspective, over the last year were there any key factors that hindered STATE/TRIBE from utilizing the technical assistance provided by the Implementation Center or National Resource Centers?

G3.	To get a complete picture of factors influencing the use of technical assistance at your agency, please tell me if there are any other factors provided on the list below for question G3 that may have helped or hindered the agency's decision to use TA from the NRCs or IC in the last year.

Additional factors:

Factors	Help	Hind	Comments
Federal Factors	**Help**	**Hind**	**Comments**
CFSR findings or development of the PIP			
Discussions with the Regional Office			
Federal law or policy change			
CB T/TA Provider Factors	**Help**	**Hind**	**Comments**
NRC outreach efforts			
IC outreach efforts, such as the regional forums			

	Help	Hind	Comments
Participation in the IC's peer network groups			
Participation in the NRCs' peer network groups			
Prior relationship with the NRCs			
Prior relationship with the IC			
Recommendations from NRCs			
Recommendations from IC			
T/TA request process - NRCs			
T/TA request process - ICs			
T/TA approval process - NRCs			
T/TA approval process - ICs			
Timeliness in which technical assistance can be received			
ICs' level of knowledge and skills			
NRCs' level of knowledge and skills			
Geographic proximity of the NRCs			
Geographic proximity of the IC in our ACF Region			
Cultural competency of the NRCs			
Cultural competency of the IC			
Usefulness of IC products/materials			
Usefulness of NRC products/materials			
State/Tribe Factors	**Help**	**Hind**	**Comments**
State or Tribal incident, such as a child fatality			
State's or Tribe's financial resources			
State's or Tribe's availability of staff time			
State's or Tribe's agency leadership			
State's or Tribe's attitudes toward making changes to the child welfare system			
State's or Tribe's attitudes toward seeking outside assistance			
External Factors	**Help**	**Hind**	**Comments**
Informal conversations with colleagues			
State/local law or policy change			
Lawsuit/legal settlement			
Use of technical assistance provided by those outside the CB Network: • Private consultants • Other Federal technical assistance providers • Foundations • University Partners			

H. Implementation Projects

H1. In 2012, at the time of our last interview with [STATE/TRIBE], your child welfare system had an Implementation Project [*Prefill IP name*]. Could you describe the current status of the project and your work with the Implementation Center?

   Then → SKIP TO **H3**

H3. As your agency has/had an Implementation Project, we would like to ask you a few questions about the Implementation Project work.

   a. To what extent do you feel your STATE/TRIBE's <u>stakeholders</u> <u>were active participants</u> in the Implementation Project? Please respond using a 5-point rating scale with 1 being not at all active and 5 being very active.

Not at all Active 1	2	3	4	Very Active 5

   b. To what extent did your STATE/TRIBE have <u>input into changes/adjustments to the scope </u>of work of the Implementation Project? Please respond using a 5-point rating scale with 1 indicating the State/Tribe had no input and 5 meaning it had a great deal of input.

No Input 1	2	3	4	Great deal of input 5

   c. To what extent do you feel the <u>pace of implementation project work</u> has been <u>timely</u>? Again, respond using a 5-point rating scale with 1 being not at all timely and 5 being extremely timely.

Not at all timely 1	2	3	4	Extremely timely 5

   d. Overall, to what extent was an effort made to work with the stakeholders in guiding the course of the Implementation Project. Please respond using a 5-point rating scale with 1 being no effort was made and 5 being a great deal of effort was made.

No effort 1	2	3	4	Great deal of effort 5

H4.   [*For States/Tribes with a completed Implementation Project*]   When was your Implementation Project completed?

H5.   How well has your [State/Tribe] been able to sustain what was accomplished through the Implementation Project? [*Probes: effort put into sustaining project by State/Tribe; extent to which State/Tribe is using T/TA from NRCs to sustain activities*]

H6.   Has your STATE/TRIBE participated in any peer-to-peer networking events offered by the IC or NRCs, such as participation in Webinars, regional trainings, or peer learning communities?

> Yes → Did you find the experience(s) beneficial? Please explain.
> No → Why not?

H7.   Do you have any suggestions for improving the peer learning opportunities sponsored by the Children's Bureau's T/TA Network?

I. Relationship with T/TA Providers

Now we have a few questions on your opinion of the services you have received in the past year from the Children's Bureau's Training and Technical Assistance providers – that is the NRCs and ICs. Please answer these questions using the following response categories: Not at All, A Little, Somewhat, A Lot, and Very Much So.

Interviewer Instruction:
Ask the following questions, depending on the responses to the questions in Section F and/or G.
If T/TA was received from
- *Implementation Center only →Ask I1-I6 and I7*
- *National Resource Center only →Ask I7-I12 and I1*
- *both Implementation Center and National Resource Center →Ask I1-I12*

If no T/TA was received from neither NRCs nor ICs →Ask I1 & I7 only

If respondent responds "not at all," "a little," or "somewhat" to any question, then probe for how that area could be improved.

	Not at all	A little	Somewhat	A lot	Very Much
Implementation Center					
I1. How satisfied are you with the <u>level of accessibility</u> of the Implementation Center assigned to your State/Tribe? (Would you say: not at all, a little, somewhat, a lot, or very much so?) A1. If 1-3: How could accessibility be improved?	Not at all	A little	Somewhat	A lot	Very Much
I2. When working with your Implementation Center on issues related to the *child welfare system* in STATE/TRIBE, how satisfied have you been with the <u>frequency of communication</u>? (Would you say: not at all, a little, somewhat, a lot, or very much	Not at all	A little	Somewhat	A lot	Very Much

	Not at all	A little	Somewhat	A lot	Very Much
so?) A1. If 1-3: How could this be improved?					
I3. How comfortable do you feel <u>disclosing</u> areas of concern or weaknesses of STATE/TRIBE to your Implementation Center? (Would you say: not at all, a little, somewhat, a lot, or very much so?) A1. If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I4. When working with your Implementation Center, do you feel STATE/TRIBE plays an <u>active part in decision-making</u>? A1. If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I5. How satisfied have you been with the <u>level of follow-through</u> from your Implementation Center? A1. If 1-3: How could their follow-through be improved?	Not at all	A little	Somewhat	A lot	Very Much
I6. Overall, how satisfied are you with your <u>relationship</u> with your Implementation Center? A1. If 1-3: How could your relationship be improved?	Not at all	A little	Somewhat	A lot	Very Much
National Resource Centers					
I7. How satisfied are you with the <u>level of accessibility</u> of the National Resource Centers? A1. If 1-3: How could accessibility be improved?	Not at all	A little	Somewhat	A lot	Very Much
I8. When working with National Resource Centers on issues related to the *child welfare system* in STATE/TRIBE, how satisfied have you been with the <u>frequency of communication</u>? A1. If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I9. How comfortable do you feel <u>disclosing</u> areas of concern or weaknesses of your STATE/TRIBE to National Resource Centers? A1. If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I10. When working with National Resource Centers, do you feel STATE/TRIBE plays an <u>active part in decision-making</u>? A1. If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I11. How satisfied have you been with the <u>level of follow-through</u> from the National Resource Centers? A1. If 1-3: How could their follow-through be improved?	Not at all	A little	Somewhat	A lot	Very Much

	Not at all	A little	Somewhat	A lot	Very Much
I12. Overall, how satisfied are you with your <u>relationship</u> with the National Resource Centers? A1. If 1-3: How could your relationship be improved?	Not at all	A little	Somewhat	A lot	Very Much

Now we have a few questions on your experience when working with multiple providers in your STATE/TRIBE. Please consider only T/TA provided by multiple NRCs or an Implementation Project that involves the participation of NRCs.

	Not at all	A little	Somewhat	A lot	Very Much
I13. When multiple T/TA providers are involved, do you receive the TA from the partnering providers in a <u>logical sequence?</u> (Would you say: not at all, a little, somewhat, a lot, or very much so). If 1-3: How could the sequencing of T/TA be improved?	Not at all	A little	Somewhat	A lot	Very Much
I14. Are the multiple T/TA providers working in your STATE/TRIBE <u>knowledgeable</u> of each other's efforts? If 1-3: How could this be improved?	Not at all	A little	Somewhat	A lot	Very Much
I15. Overall, how well do the multiple T/TA providers <u>coordinate their activities</u> when they work together in STATE/TRIBE? If 1-3: How could coordination be improved?	Not at all	A little	Somewhat	A lot	Very Much

J. Utilization of products and materials from the CB T/TA Network

Now, I would like to ask you about your agency's use of the Children's Bureau's T/TA Network websites, products or materials.

J1. Have you personally used any products or materials from the T/TA Network or accessed the websites of its members?

J2. Do you have any other comments you would like to share regarding the CB T/TA network?

Thank you.
This is the end of the interview.
We greatly appreciate your participation in this evaluation of the Children's Bureau's T/TA Network.