

Implementation of Training of Social Skills

Guidance and education

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Knowledge benefit

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Process of implementing Training of Social Skills

When you apply for process support and training in the method of the Training of Social Skills from the National Board of Social Services, it is important that you are informed about the process that is planned in relation to ensuring a good implementation of each method.

Implementation support from The National Board of Social Services includes:

- Implementation support
- Skills development in Training of Training of Social Skills

Implementation Support

The implementation support from the National Board of Health and Welfare must initiate a process that enables you to do yourself to continue with implementation and anchoring of the method after completion. Measured with The implementation support is that the Training of Social Skills method is practically implemented as good as possible. The implementation process is divided into three phases, which in total last about two years.

The process in the following



The phase of preparation:

The phase of preparation is where the efforts are planned and initiated. The phase of preparation will commence immediately after the implementation aid has been committed.

The preparation phase has the following main activities:

- Initial telephone conference
- Start-up meeting for all municipalities
- Implementation planning workshop

Immediately after you have been promised implementation support, the National Board of Social Services will contact you in order to prepare for the upcoming activities. Among the key elements are that the National Board of Social Services will recommend that you establish an implementation team that is responsible for ensuring the ongoing implementation. For example, the implementation team consists of the responsible personnel manager, key employees (e.g. TR and AMIR), key stakeholders (e.g. authority, job centers), etc.

At the start-up meeting, the project owner, the implementation team and relevant actors and managers participate. The meeting will be completed as a joint meeting in mid-October 2019 at the National Board of Social Services in Odense. At this meeting, the planned activities and the further process are reviewed in more concrete terms. At the same time, the National Board of Health and Welfare will present several tools that will form the basis for your work on developing an implementation plan.

The tools include:

- Stakeholder analysis
- Risk analysis
- Preparedness Schedule
- Recruitment and organization
- In addition, communication plan or other elements may be worked on that you are focusing on.

The implementation planning workshop is carried out and planned by the implementation team potentially with support from employees of The National Board of Social Services. The goal of the workshop is to gather all these relevant actors and develop a plan for implementation. As a basis for the work with The implementation plan is based on framework for implementation of the National Board of Social Services. This includes partly that the focus is on the background of the implementation of the method (why is the method wanted implemented? to whom? it must replace or supplement existing methods? what are the goals of success etc.), partly on the points of attention that may be in relation with the four I (Individual, Interpersonal, Institutional and Infrastructural)/ the four C (Competencies, Culture, Commune and Context) presented below:

Individual - Competence



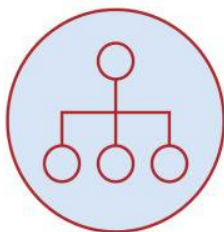
- Competences
- Motivation
- Caselod pr. employee

Interpersonal- Culture



- Cooperation relations
- Habits, values and norms
- Communication

Institutional - Municipality



- Management and management structure
- Organisation structure
- Size of organisation
- Centralisation degree of decision processes
- Formalization degree
- Specialisation degree

Infrastructural - Context



- Resort distribution
- Structural conditions
- Political focus
- Economy
- Discourses and paradigms
- Technology
- Competition and Incentives
- 'Physical frames'

The phase of change

The phase of change is the phase where the employees are trained in the method and have started to use it in praxis. It is at this stage that the intentions of the implementation plan must be brought to live. In this

phase, it will be important to focus on, for example, collaborative relationships with central actors (job center, authority, regional psychiatry, substance abuse treatment, family therapy etc.)

The National Board of Social Services will hold status meetings with the implementation team and management. The goal with these meetings is to address the status and relate it to the implementation plan. At the meetings there will potentially be adjustment in the implementation plan, or there may be discussed organizational or professional challenges with the method. In addition, the focus will be on ongoing sparring or supervision provided by employees as well as how to ensure that employees maintain the method in practice

The phase of change will be supported by the National Board of Social Services for approximately 14 months. It does not mean that the method is fully implemented after the 14 months. Both research and practice indicate that full implementation of efforts takes several years. The National Board of Social Services will therefore support that you yourself handle the implementation work, and that competences and organization are in place in relation to this.

The phase of anchoring

The phase of anchoring is where you revise the implementation plan and ensure the continued focus on the work with the method. As a starting point, the implementation team in this phase will develop a status in relation to the same elements that were implemented in connection with the implementation plan workshop. Once an anchoring plan has been drawn up, the collaboration with the National Board of Health and Welfare will be ceased

Skills development in Training of Social Skills

The competence development in Training of Social Skills includes the following elements:

- Training of group coaches
- Introductory course for approximately 24 employees (and relevant managers)
- Course day for leaders on knowledge and experience with Training of Social Skills
- Education and supervision of an average supervisor in each municipality

Training of group coaches

Each municipality has the opportunity to train up to six group coaches. Initial training as a group coach is a four-day education, typically located at a course center.

The National Board of Social Services pays for tuition and expenses in this context. However, you must bear the expenses transport and potential accommodation yourself. The training as a group coach will be from Monday, November 18, 2019 - Thursday, November 21, 2019.

In addition to the basic education itself, there will also be about 15 supervision courses. Supervision happens in groups and will be taken into account to minimize transport in this regard.

Introductory course in Training of Social Skills

A one-day introductory course is conducted for other relevant employees in the method of Training of Social Skills. It will be relevant that the employees who have contact to the Citizens who receive Training of Social Skills are offered this introductory course. In this connection, it will also be relevant to offer some of the seats to the central collaboration partners, such as authority, job centers and psychiatry. Finally, it will be very relevant that the staff manager also participates in the introductory course.

Course day for managers

Teaching and workshops are offered with leaders in relation to the experience of working with and implementing – Training of Social Skills. In addition, there will be the opportunity sharing experience in relation to implementation challenges, etc.

Training of supervisors in Training of Social Skills

A four-day course is offered that aims to train a local supervisor in your municipality. In connection with the training, the supervisor can start and develop further supervision skills in relation to both Training Social Skills and other group courses. 30 hours of supervision have been allocated to the supervisor after the training.

The municipality must contribute

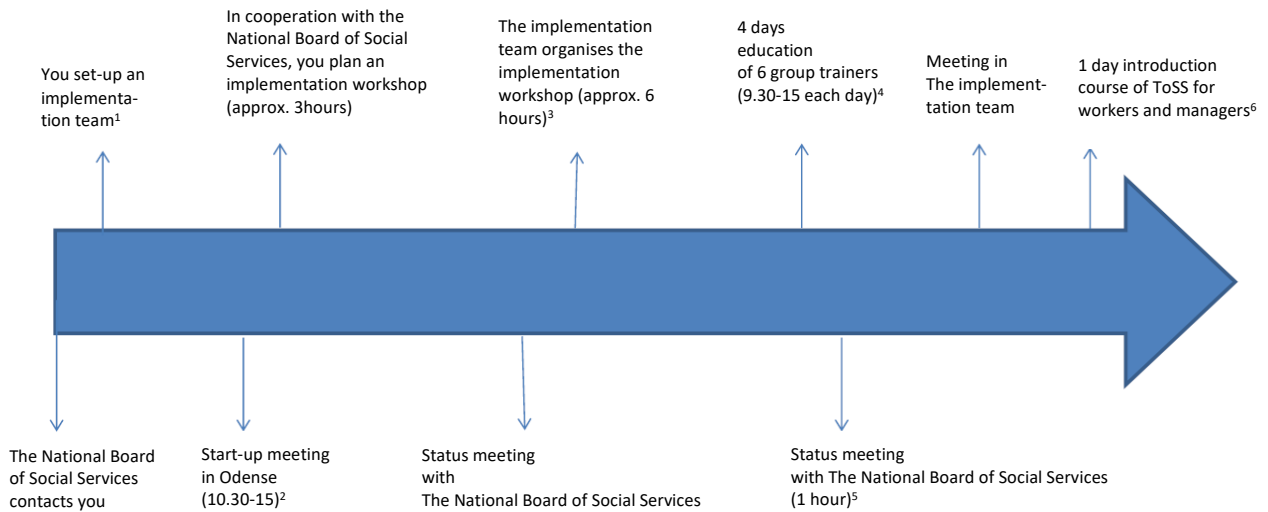
The National Board of Social Services contributes to the implementation of Training of Social Skills, by providing free of charge training, supervision and implementation advice. The municipality is expected to prioritize the work of implementing the method in operation. Specifically, the municipality is expected to prioritize resources for the following:

- Redeem employees for training activities (4 days for group coaches)
- Ensure that team coaches participate 20 times in monthly supervision of 3½ hours with partner municipality, as well as transport to the supervisor (may be in the partner municipality)
- Project Management
- Monthly status meetings with the National Board of Social Services
- Participation in the start-up meeting of the National Board of Social Services
- Organization of implementation planning workshop
- The work of the implementation team
- Account for any accommodation expenses related to educational activities

The following pages provide a graphical example of the process for implementation of the method.

Phase of Preparation

Approx. 6 months



¹ The National Board of Social Services recommends that an implementation team consists of: department manager, the 6 group trainers, development consultant and potentially.

² The implementation team participates in the start-up meeting.

³ The implementation team participates in the workshop, and you decide if there should be invited to the day e.g. representatives from authority, job center, citizens etc.

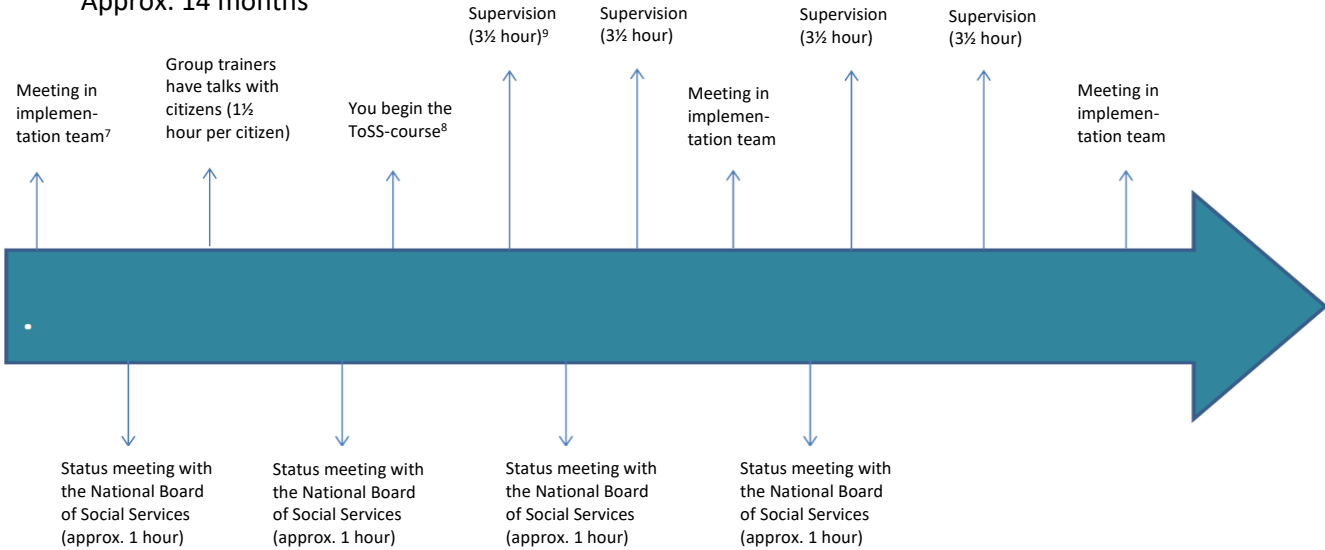
⁴ You have chosen 6 employees, who should be educated into ToSS-group trainers by Allan Fohlmann.

⁵ Project manager and department manager hold monthly status meetings with the National Board of Social Services – or as needed.

⁶ You have chosen 25+ employees and managers, who should have an introduction course in ToSS.

Phase of Change

Approx. 14 months



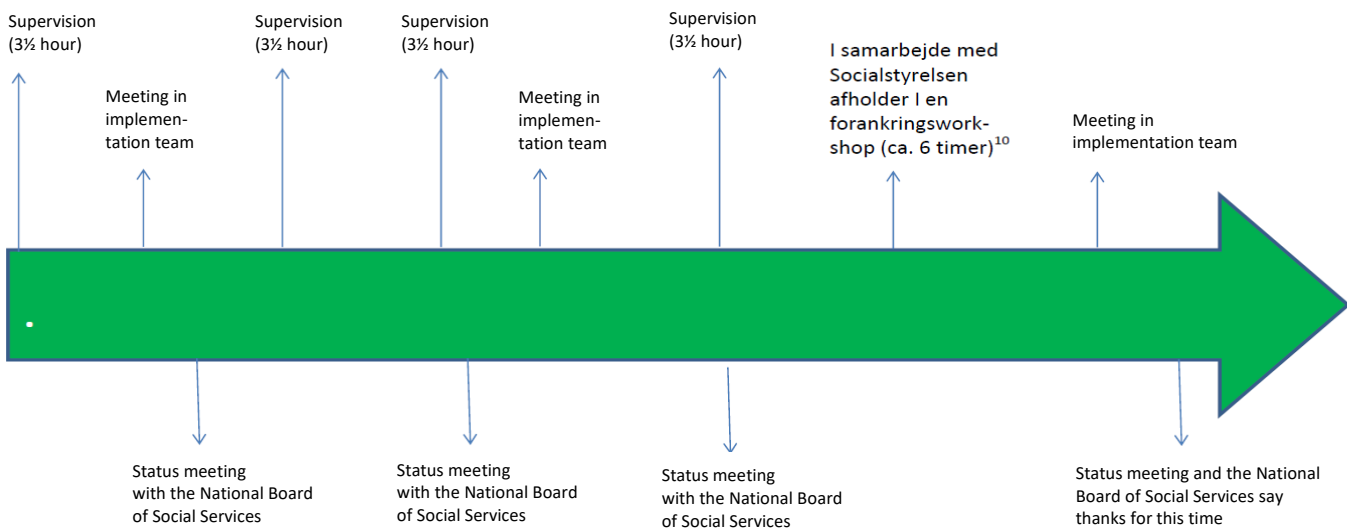
⁷ The National Board of Social Services recommends a monthly meeting for the implementation team.

⁸ A ToSS session is a weekly session of 1½ hour over 9 months. The National Board of Social Services and Allan Fohlmann recommends that 1 hour is dedicated to each session and ½ hour evaluation after each session.

⁹ The six group trainers are at monthly supervision (3½ hour) the next 20 months by Allan Fohlmann together with a partner municipality.

Phase of anchoring

approx. 4 months



¹⁰ The implementation team plans and arranges a workshop for anchoring



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