



PRACTICE BEHAVIORS

What we all do to support families

- ✓ Partner with families and follow their lead to strengthen their team and reinforce natural supports to prevent child welfare system involvement.
- ✓ Actively partner with families, communities, and Tribes to link all family members to culturally relevant community resources that support individuals and family well-being.
- ✓ Work with the family to build and sustain protective factors (parental resilience, social connections, positive family relationships, concrete supports, cultural and community networks, etc.) that can build protective capacity and mitigate potential harm.
- ✓ Maintain knowledge about resources and supports available in communities and Tribes and help families access them.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Coordinate and align efforts to support the well-being of families and communities with key partners (Tribes, Early Childhood, Health, Behavioral Health, K-12 Education, Probation, etc.).
- ✓ Actively partner with the leaders of Tribes, communities, and those with lived experience to develop and sustain a community response approach that promotes racial equity and builds awareness of cultural strengths and differences.
- ✓ Join with youth, young adults, families, communities, and Tribes to develop and sustain strength-based prevention services that center family voice, community, and Tribe.
- ✓ Meaningfully participate and invest in partnership with families, Tribes, communities, and people with lived experience to establish, ensure access to, and sustain culturally responsive resources and supports within the community that increase protective factors, resiliency, and family well-being.
- ✓ Advocate for, develop, and sustain services and supports to meet the concrete needs of families within their communities, so they have housing and financial resources, strategies and supports to build strength, resiliency and stability in their lives.
- ✓ Share information and strategize with Tribes, community providers, and system partners to build awareness of the availability of prevention resources and supports.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- How did you center the family's voice and choice in your work with them?
- How do you know the family felt heard, respected, and included in decision-making?
- Which protective factors are strongest for this family right now, and which might need support in building?
- How is your work helping prevent deeper system involvement for this family?
- What community resources or prevention supports could be offered more intentionally?
- In what ways are you partnering with communities, Tribes, or people with lived experience to shape supports and services?
- What did you learn from the family?
- What opportunities did you discover?



OUR CORE VALUES



We believe that families can grow and change.



We believe in prevention and early intervention by partnering with communities and Tribes to support families in keeping children and youth safe and promoting family well-being.



We believe that focusing on race, equity, diversity and inclusion (REDI) will promote a sense of belonging and social justice that will lead to improved outcomes for children and families.



We believe that children, youth, and young adults should have lifelong, loving permanent families and sustained connections to family members, communities, and Tribes.



We believe that honestly sharing our assessment of strengths and concerns is essential for engaging with family members, communities and Tribes.



We believe in Tribal sovereignty and that Tribes have an inherent interest in promoting the health and well-being of their families and therefore must be a part of all decision-making.



PRACTICE BEHAVIORS

What we all do to support families

- ✓ Demonstrate an interest in connecting with the family and helping them identify and meet their goals by actively listening and acknowledging what is important to them.
- ✓ Reflect what you heard and use language and concepts the family has used to show that you understood.
- ✓ Identify and engage family members, natural supports, and others who are important to the family, making a special effort to engage fathers and paternal relatives.
- ✓ Show cultural humility and use language and body language that demonstrate an accepting and affirming approach to understanding the family, their experiences, and their culture.
- ✓ Show respect for Tribal sovereignty and deference to Tribal leaders and their titles.
- ✓ Ask people how they prefer to be addressed, and address individuals by the name and/or title and pronouns they request in person and in writing.
- ✓ Ask family members what method of communication they prefer, use age-appropriate language that everyone can understand, and confirm with family members that your communication meets their language and literacy needs.
- ✓ Help family members access the services and supports in their language that meet their individual needs and ask for feedback about their experience with the services and supports they receive.
- ✓ Sustain and renew engagement efforts by reaching out regularly, sharing information, and responding to evolving family needs with culturally relevant services and supports.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Listen to staff at all levels, families, partners, Tribes, and community members (including those with lived experience) and collaborate with them to overcome barriers and celebrate successes.
- ✓ Establish and communicate the agency's vision in collaboration with staff at all levels, families, Tribes, those with lived experience, community members, and partners.
- ✓ Establish, model, and maintain regular and frequent communication to encourage an active partnership that engages staff at all levels, partners, Tribes and community members (including those with lived experience) in implementation and system improvement activities.
- ✓ Respect timelines, diverse practices, and positions of leadership across Tribes, cultures, and communities by ensuring that senior Child Welfare leaders are responsive to Tribal and community elders and that relationships are cultivated and maintained at this level.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- How did you intentionally engage the child, youth, and family throughout this process?
- Whose voice is most reflected in the case plan? Whose voice may still be missing?
- What did you do to build trust before asking the family to make difficult changes?
- If you were the family, how would you describe your experience working with you?
- What evidence do you have that the family felt heard?
- How do you know your engagement strategies were effective?
- How do you incorporate family perspectives in safety and permanency planning?
- What opportunities did you discover?



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PRACTICE BEHAVIORS

What we all do to support families

- ✓ Inquire about a family's cultures, values, and beliefs and incorporate them throughout your work with the family.
- ✓ Work continuously to find, locate, and learn about family members, Tribal connections, and supportive relationships.
- ✓ Ask about and acknowledge the trauma experienced by the family including the traumatic impact of involvement in the Child Welfare system.
- ✓ Explore the expressed and underlying needs of the family by asking about their experiences and identifying their strengths, needs, safety concerns, and solutions.
- ✓ Ask family members about their ideas about safety and permanency and incorporate their perspectives in all practice.
- ✓ Ask children, youth, and young adults about their worries, wishes, where they feel safe and where they want to stay, and incorporate their perspectives in practice.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Use an inquiry-based decision-making process that seeks and utilizes input, diverse perspectives and other data to identify barriers, challenges and successes and develop and implement solutions with staff at all levels, partners, Tribes, and community members.
- ✓ Take time to gather information and use organizational processes that foster critical thinking and reflection, even in times of crisis.
- ✓ Explore and promote culturally responsive, mutually reflective, supportive leadership, supervision, and practices at all levels.
- ✓ Learn about and be respectful of various customs, leadership, and communication styles that are unique to different populations, cultures, and communities.
- ✓ Create opportunities to gain new knowledge and skills, try new things, and promote a learning organization, where mistakes are opportunities to learn and grow.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- How do you learn about the family's cultures, values, beliefs, and strengths?
- How do you ensure that all family members and supportive relationships are identified and involved?
- What have you learned about the impact of trauma and how it shows up for the family?
- How do you explore and identify both the expressed and underlying needs of the family?
- How do you learn about children, youth, and young adults' perspectives, wishes, and worries?
- How do you incorporate family perspectives in safety and permanency planning?
- What strengths-based methods do you use to gather information (ie. Solution-Focused Inquiry or Motivational Interviewing)?



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4 TEAMING

CALIFORNIA CHILD WELFARE CORE PRACTICE MODEL BEHAVIORS



PRACTICE BEHAVIORS

What we all do to support families

- ✓ Partner with the family to build and sustain a team of natural and professional supports that engages and centers the family and their cultural, community and Tribal connections as early as possible.
- ✓ Facilitate development of a mutually supportive relationship between the parents and caregivers.
- ✓ Promote the capacity of family members, Tribes, and their teams to identify culturally responsive services, supports, visitation activities, and meeting locations that honor family members' traditions and needs.
- ✓ Facilitate culturally responsive team processes, utilizing available and relevant assessments to make decisions in partnership with the family and their team.
- ✓ Be transparent about the role of the Court and the Child Welfare agency and constraints that may limit shared decision-making.
- ✓ Collaborate with the family and their team to recognize and respond to evolving family needs.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Develop and nurture partnerships with Tribes and community-based service providers with cultural connections to families receiving services.
- ✓ Actively partner with Tribal and community leaders to develop and implement culturally responsive practices, services, policies, and solution-focused supports for the well-being of families.
- ✓ Model inclusive decision-making with staff at all levels and with partners and Tribes, using teaming structures and approaches that support families and their networks.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- ✓ Who are the family's natural supports, and how have they been invited to be part of the team?
- ✓ How did you partner with the family to build a team that reflects their strengths, culture, and support network?
- ✓ What have you done to support a collaborative relationship between the parents, caregivers, and other important members of the family's team?
- ✓ How are the family's perspectives guiding the team's decisions? Who may still need to be included or heard?
- ✓ What barriers have you encountered to including the family's team in shared decision-making, and what support do you need to address those barriers?
- ✓ How have you helped the team build consensus around shared goals for safety, well-being, and permanency?



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CALIFORNIA CHILD WELFARE CORE PRACTICE MODEL BEHAVIORS



PRACTICE BEHAVIORS

What we all do to support families

- ✓ Identify existing gaps in culturally responsive services and supports for families and advocate within the Child Welfare agency to find or develop services and supports that meet diverse needs.
- ✓ Acknowledge, support, and facilitate the family's capacity to advocate for themselves.
- ✓ Listen to families, youth, communities, and Tribes and amplify their voices when they advocate for what they need.
- ✓ Advocate with service providers to make sure family needs are met.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Cultivate frequent and regular opportunities for Tribes, communities, agency partners, staff, youth, families, and caregivers to share their voice and to influence the agency's priorities and direction.
- ✓ Recognize and honor innovation and risk-taking in identifying services and supports that meet the individual and cultural needs of families.
- ✓ Engage families, youth, communities, Tribes, and staff in regular processes for sharing and analyzing meaningful data as the foundation for planning, decision-making, and resource allocation.
- ✓ Identify systemic barriers and advocate for the resources needed to engage families, communities, and Tribes in culturally responsive services.
- ✓ Advocate for the resources needed to support staff health and well-being, including quality workforce development.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- ✓ What unmet needs or gaps in culturally responsive services and supports have you identified, and how are you advocating to address them?
- ✓ How have you partnered with the family to recognize and build upon their strengths as advocates for themselves and their children?
- ✓ How have you ensured that the voices of the family, youth, Tribe, and community are influencing decisions and service planning?
- ✓ What opportunities have you identified to advocate with service providers or community partners to better meet the family's unique needs?
- ✓ How have you amplified the family's voice when collaborating with service providers, multidisciplinary partners, or decision-makers?
- ✓ What barriers have you encountered in accessing or developing services and supports, and what support do you need to continue advocating alongside the family?



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PRACTICE BEHAVIORS

What we all do to support families

- ✓ Be open and honest about the safety threats and circumstances that brought the family to the attention of the agency, safety plan requirements, what information can be shared among team members, and what information will be included in court reports.
- ✓ Model accountability and trust by doing what you say you're going to do, being responsive (including returning calls, texts, and emails within 24 business hours), being on time (including timely documentation of casework activities, submitting reports on time and being on time for appointments) and following ICWA and other federal and state laws.
- ✓ Acknowledge and work to eliminate individual and institutional bias by addressing bias without judgment when you see it and offering information about potential harm and hurt it may cause.



LEADERSHIP BEHAVIORS

What leaders do to support practice

- ✓ Recognize and address the assessment and decision making bias that leads to disproportionate representation and disparate outcomes for families, communities, and Tribes.
- ✓ Demonstrate responsibility and clearly convey to staff, families, Tribes, and community members that leaders at each level are accountable for the experience and outcomes of children and families served by the organization.
- ✓ Listen to staff, families, Tribes, and community members to establish a shared expectation for continuous feedback, data collection, evaluation and follow-up that inform organizational performance, culture, and policy.
- ✓ Monitor CPM fidelity and effectiveness and implement strategies that leverage strengths and cultivate learning and continuous improvement.
- ✓ Establish and communicate a transparent process to track staff turnover and resource gaps and implement responsive actions.
- ✓ Model accountability and trust by maintaining feedback loops and being responsive (including timely follow-up, returning calls, texts, and emails within 24 business hours).
- ✓ Model accountability and trust by doing what you say you're going to do, being responsive (including returning calls, texts, and emails within 24 business hours) and maintaining feedback loops.



QUESTIONS FOR LEADING, SUPERVISING & COACHING

- ✓ How have you partnered with the family to openly discuss the safety threats and the circumstances that brought them to the attention of the agency while maintaining dignity, transparency, and hope?
- ✓ How have you been transparent with the family about what information is being shared with team members, documented in court reports, and used to inform decision-making?
- ✓ How have your actions demonstrated reliability and accountability—for example, following through on commitments, responding to calls, texts, and emails, being on time for appointments, and completing agreed-upon tasks?
- ✓ How have you ensured your practice reflects ICWA and other applicable federal and state laws, policies, and practice standards while honoring the family's culture and Tribal connections?
- ✓ How have you reflected on your own assumptions or biases, and what steps have you taken to ensure they are not influencing your assessment, engagement, or decision-making?
- ✓ Can you think of a time when you made a mistake or recognized an opportunity to improve? How did you take responsibility, repair trust, and make things right with the family or team?



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