

Overview of Coaching and Mentoring Training Evaluation

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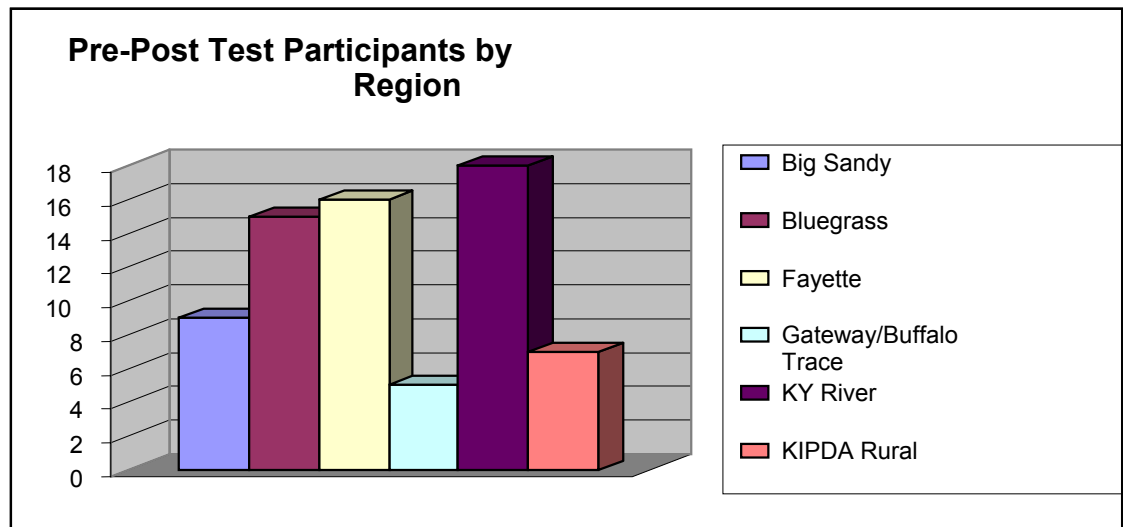
Method for Coaching and Mentoring Pre-Post Knowledge Tests (2005 evaluation)

Coaching and mentoring knowledge assessments were conducted during the six day training. A pre-test was taken prior to the beginning of the training and the post-test taken on Day 3 of the coaching and mentoring training. University of Louisville was able to obtain pre-post tests scores for participants who completed both tests. Seventy pre- and post-tests were obtained from a total of six different regions of the state.

Results of Coaching and Mentoring Pre-Post Knowledge Tests (2005 evaluation)

Tests were given pre-post coaching and mentoring training.

Table 1

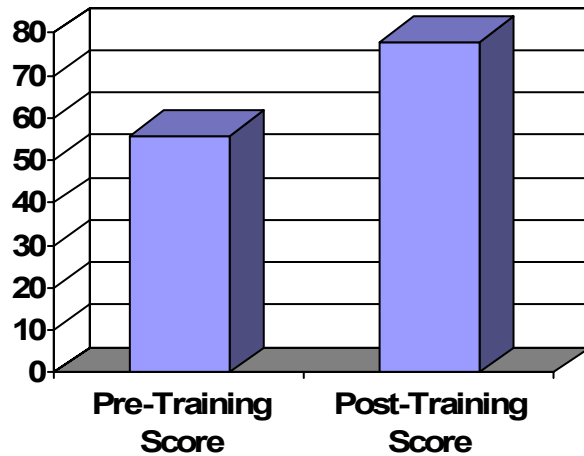


Analysis was performed to determine if supervisors learned the material contained in the coaching/mentoring training (learning evidenced by changes in knowledge tests scores pre- to post-training). Differences between regions were also examined. Each region represented an increase in knowledge. All regions gained at least twelve points except for Gateway/Buffalo Trace which only represented five participants as compared to Kentucky River's eighteen participants. Refer to Table 1.

A significant change was found in knowledge between pre-posttests $t(69) = -10.28$, $p < .0001$. Knowledge of coaching/mentoring concepts increased as a result of training participation (Pre-Training Average Score: 55.68%, Post-Training Average Score: 77.93%).

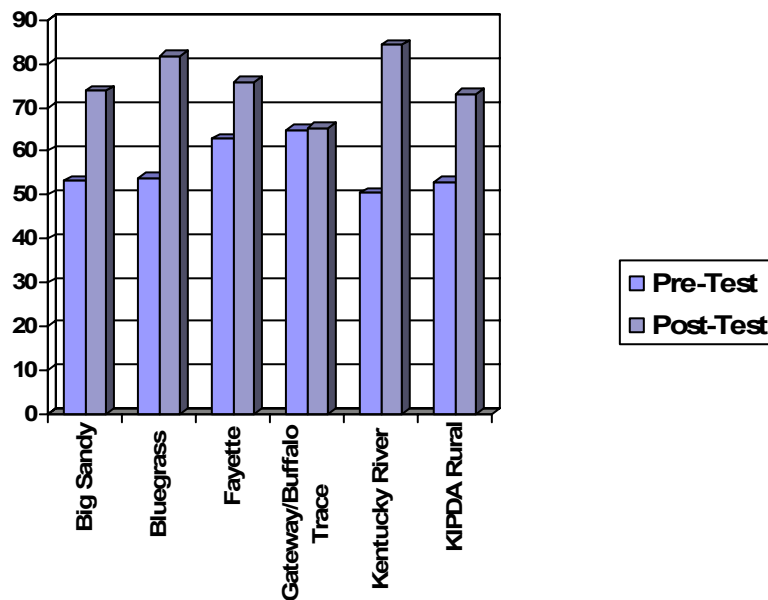
Refer to Table 2.

Table 2



There were also significant differences between regions in learning, $F(5) = 5.31$, $p < .0001$. KY River showed the greatest increase in knowledge while Gateway/Buffalo Trace showed the smallest increase in knowledge. Refer to Table 3.

Table 3



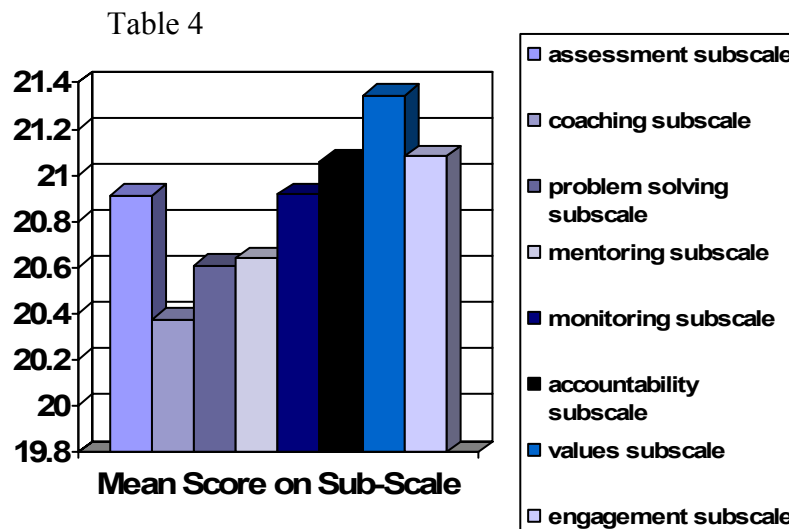
Method for Worker Assessment of Supervisor Skills (Training Transfer Survey) (2005 evaluation)

A survey was sent to all workers whose supervisors participated in the coaching and mentoring training. The survey was designed for workers to evaluate the coaching and mentoring skills of their supervisors based upon eight assessment areas: assessment, coaching, problem-solving, mentoring, monitoring, accountability, values and engagement. The sample size included workers of each of the sixteen regions.

Results of Worker Assessment of Supervisor Skills (2005 evaluation)

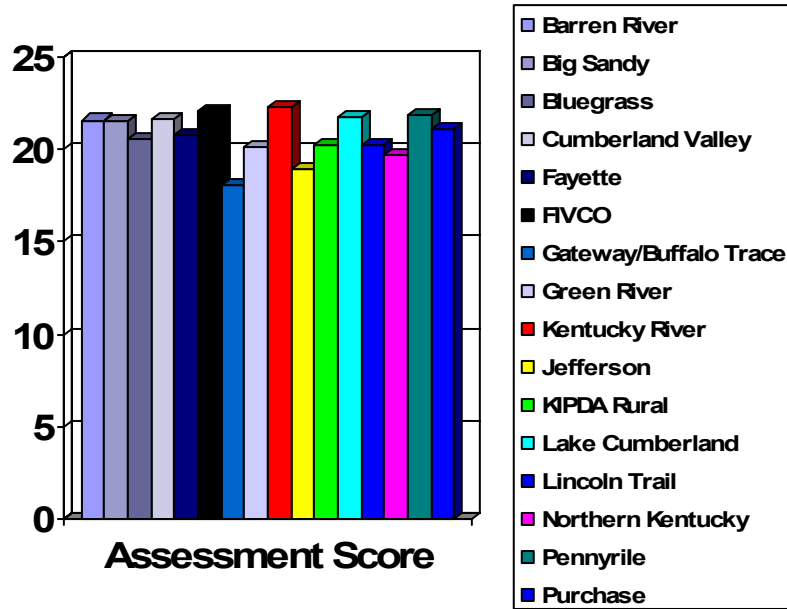
Workers were asked to complete a survey rating their supervisor's coaching and mentoring skills. The University of Louisville obtained this data to include in the coaching and mentoring study.

In terms of analysis, workers scored their supervisors highest on Values sub-scale (extent to which value coaching/mentoring). Supervisors then scored lowest on the Coaching sub-scale. Refer to Table 4.



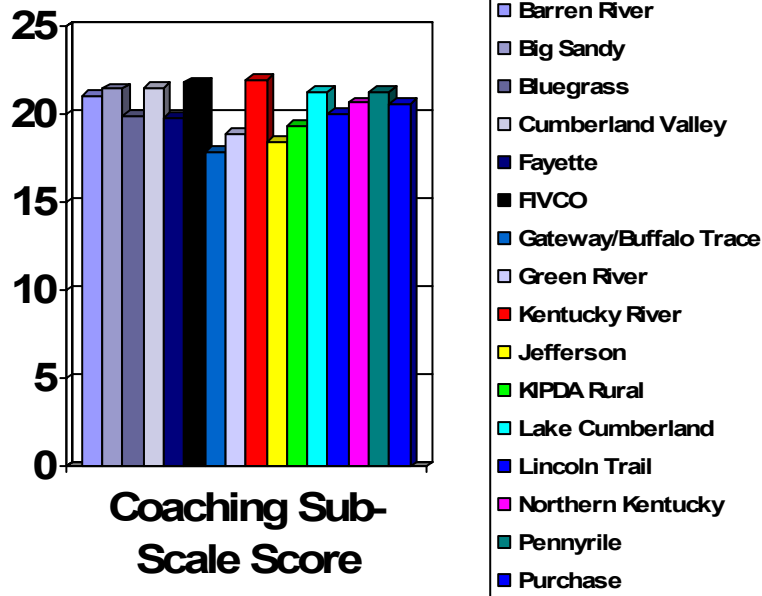
A significant difference was found in assessment sub-scale scores between regions, $F(15, 1116) = 5.09, p < .0001$. The regions, Gateway/Buffalo Trace and Northern KY scored significantly lower than other regions while KY River and FIVCO scored higher than others. Refer to Table 5.

Table 5



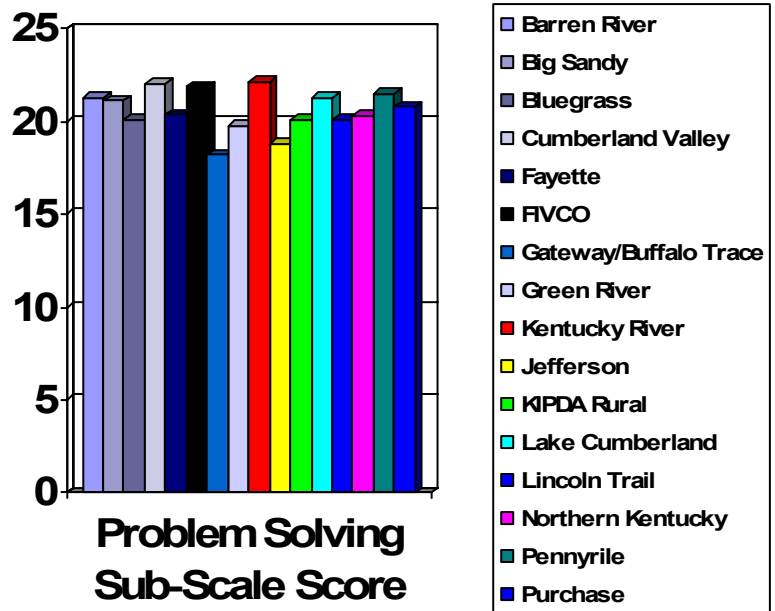
A significant difference was found between regions in scores on coaching sub-scale, $F(15, 1116) = 5.74, p < .0001$. The regions, Green River and Jefferson scored lowest while Kentucky River scored the highest. Refer to Table 6.

Table 6



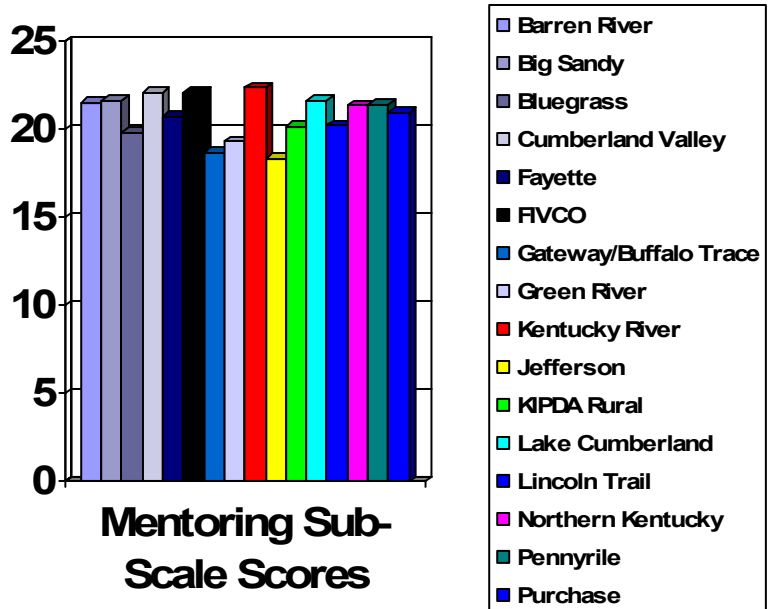
A significant difference was found between regions in problem-solving skills, $F(15, 1116) = 4.50, p < .0001$. Gateway/Buffalo Trace and Jefferson scored lower than other regions, while the regions, Cumberland Valley and KY River, scored highest. Refer to Table 7.

Table 7



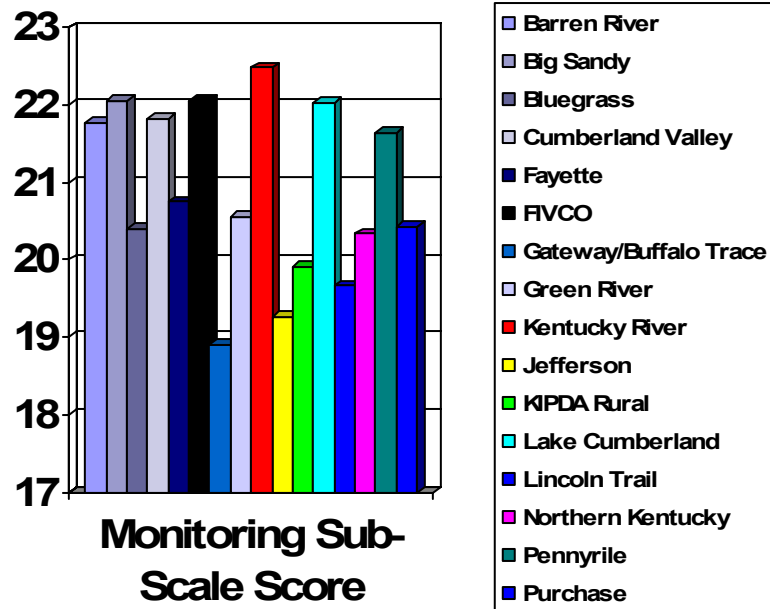
A significant difference between regions in mentoring, $F(15, 1116) = 5.98, p < .0001$. Gateway/Buffalo Trace and Jefferson scored lower than other regions while FIVCO and KY River scored highest. Refer to Table 8.

Table 8



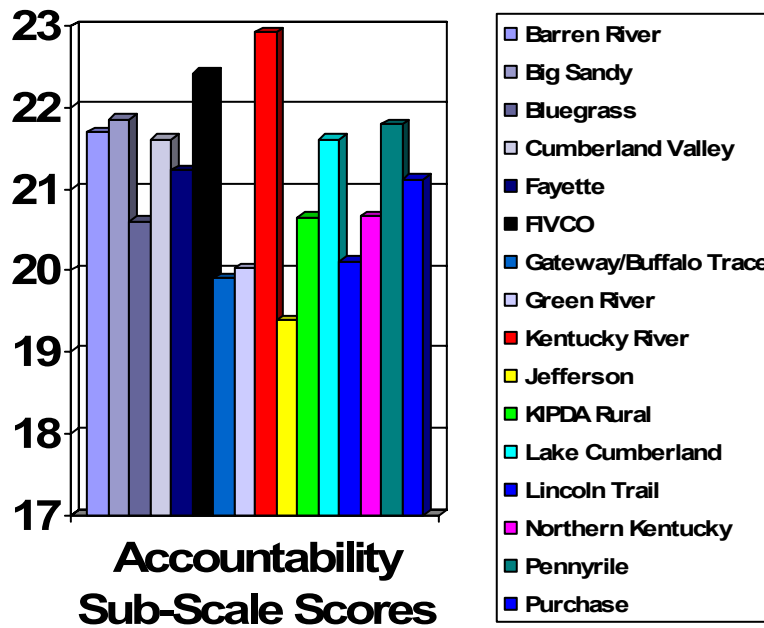
A significant difference between regions in monitoring score, $F(15, 1116) = 5.98, p < .0001$. Gateway/Buffalo Trace scored lower than others, while Big Sandy, FIVCO, and KY River scored higher than the other regions. Refer to Table 9.

Table 9



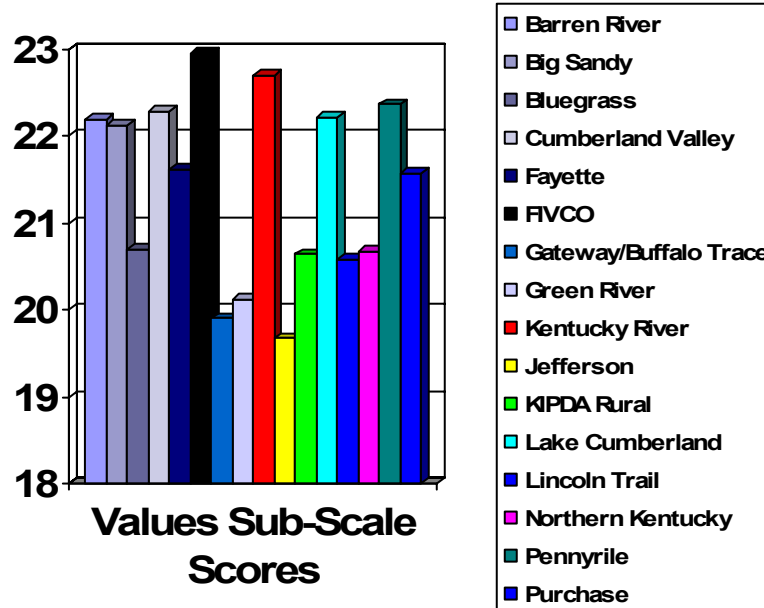
A significant difference between regions in accountability scores, $F(15, 1116) = 4.55$, $p < .0001$. Gateway/Buffalo Trace and Jefferson scored lower than others, while FIVCO and KY River scored the highest among the regions. Refer to Table 10.

Table 10



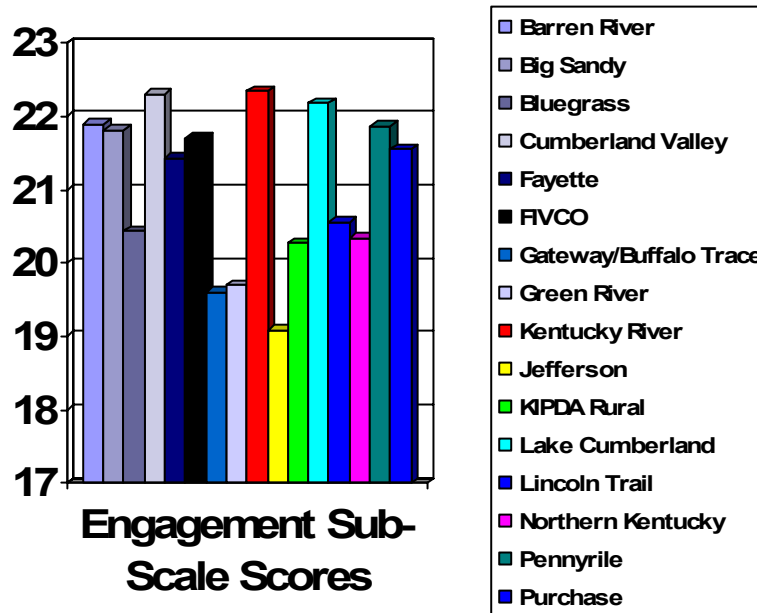
A significant difference between regions in values scores, $F(15, 1116) = 4.34, p < .0001$. Gateway/Buffalo Trace and Jefferson scored lower than others, yet most regions had similar high scores. Refer to Table 11.

Table 11



A significant difference between regions in engagement scores, $F(15, 1116) = 6.05, p < .0001$. The regions, Gateway/Buffalo Trace and Jefferson, scored lower than others, while Cumberland Valley and Lake Cumberland scored higher than others. Refer to Table 12.

Table 12



Conclusions of the Training Transfer Survey Analysis

Significant differences were found between regions on all sub-scales of the survey. We plan to follow-up with additional analysis to explain these differences. It is possible that the differences may be related to individual/team differences and/or training differences. It is clear from this analysis that training has the greatest impact on promoting the value of coaching/mentoring. Training, though, needs to be more focused on specific skills for “coaching” or as a follow-up through training reinforcement. Two regions, KY River and FIVCO, scored consistently higher than other regions on sub-scales. KY River showed the greatest increase in knowledge on the pre-and post-training knowledge tests. Gateway/Buffalo Trace and Jefferson scored consistently lower than the other regions on sub-scales. Gateway/Buffalo Trace showed the smallest in knowledge on the pre- and post-training knowledge tests. The findings of knowledge tests and training transfer survey analysis confirm that there is a strong relationship between classroom learning and transfer in the field.

Method of CQI Study (2005 evaluation)

One of the main purposes of this study was to evaluate the effectiveness of the coaching and mentoring training to promote CFSR outcomes of safety, permanency, and well-being. The impact of the coaching and mentoring training on these outcomes was

examined by linking participation in the training to CQI review data for each supervisor. CQI data maps onto CFSR outcomes of safety, permanency, and well-being and can be used as a measure of these federal outcomes. This evaluation included a comparison of supervisors who had participated in the training with those who had not (experimental-control), as well as an assessment of change over time (pre- to post-training). The analysis of change over time was initially based upon a two-month time frame (two months pre-training and two months post-training). However, upon analysis, it was determined that a longer time frame was needed. Therefore, we examined the relationship between participation in the coaching/mentoring training and CFSR outcomes for three months pre-training, three months post-training, and six months post-training.

The sample size included 273 supervisors. Barren River included 23 cases per 23 supervisors; Big Sandy included 16 cases per 16 supervisors; Bluegrass included 29 cases per 29 supervisors; Cumberland Valley included 18 cases per 18 supervisors; Fayette included 15 cases per 15 supervisors; FIVCO included 14 cases per 14 supervisors; Gateway/Buffalo Trace included 12 cases per 11 supervisors; Green River included 17 cases per 17 supervisors; KY River included 14 cases per 14 supervisors; Jefferson included 30 cases per 30 supervisors; KIPDA Rural included 9 cases per 9 supervisors; Lake Cumberland included 14 cases per 14 supervisors; Lincoln Trail included 16 cases per 16 supervisors; Northern KY included 21 cases per 21 supervisors; Pennyrite included 13 cases per 13 supervisors; and Purchase included 12 cases per 12 supervisors.

This particular study compared differences between experimental and controls groups based upon those regions that had and had not completed the coaching and mentoring training as of January 2005. All groups were assigned according to training date. The two groups were matched by urbanicity and the number of supervisors (geographic matched control). Refer to Table 13. The CQI case reviews were used as a comparison tool between the experimental-control groups, regions and supervisors. The comparison period was for three months pre-training, three months post-training and six months post-training. In terms of data analysis, aggregate CQI scores for practice areas and CFSR items/outcomes were calculated to determine differences such as between regions in changes over time and between regions in overall outcomes.

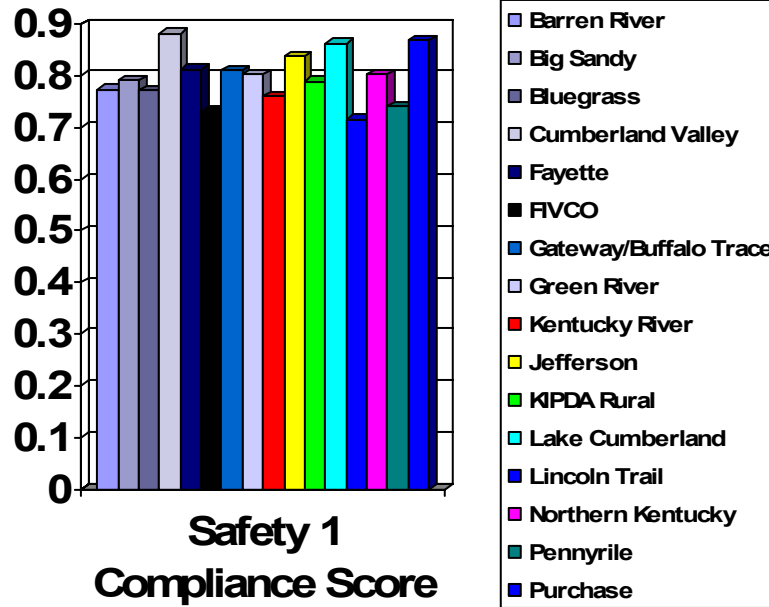
Table 13

Kentucky Regions in Experimental and Control Groups

Nine regions that have completed the coaching and mentoring training
Barren River (end date 6/24/04)
Bluegrass (end date 11/15/04)
Cumberland Valley (end date 7/7/04)
Gateway/Buffalo Trace (end date 11/23/04)
Green River (end date 7/27/04)
Kentucky River (end date 11/17/04)
Jefferson (end date 6/16/04)
Lincoln Trail (end date 8/3/04)
Pennyrile (end date 10/28/04)
Seven regions that have not completed the coaching and mentoring training
Big Sandy
Fayette
FIVCO
KIPDA Rural
Lake Cumberland
Northern Kentucky
Purchase

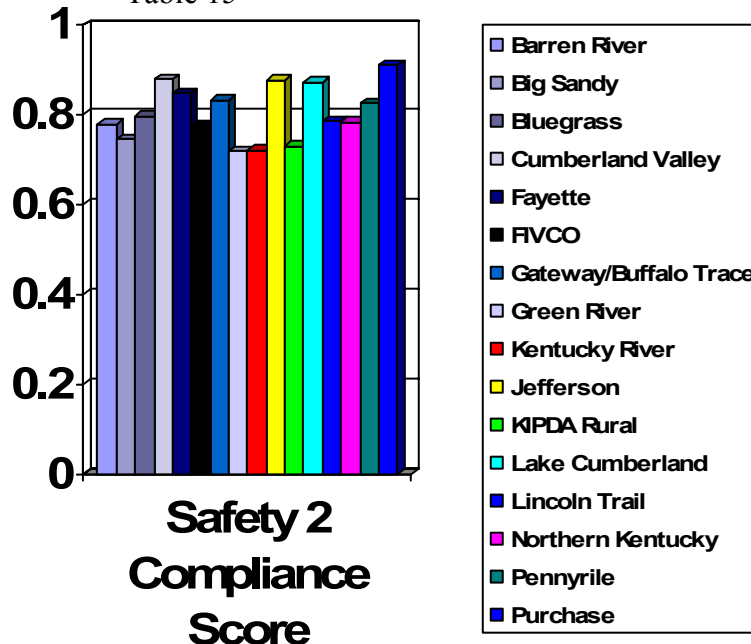
There was no significant change over time or between regions in change over time (including experimental-control comparison). Significant difference between regions in Safety 1, $F(1, 16) = 1.97, p < .05$. Cumberland Valley, Purchase, and Lake Cumberland scored higher than other regions, while FIVCO and Lincoln Trail scored lower than other regions. Refer to Table 14.

Table 14



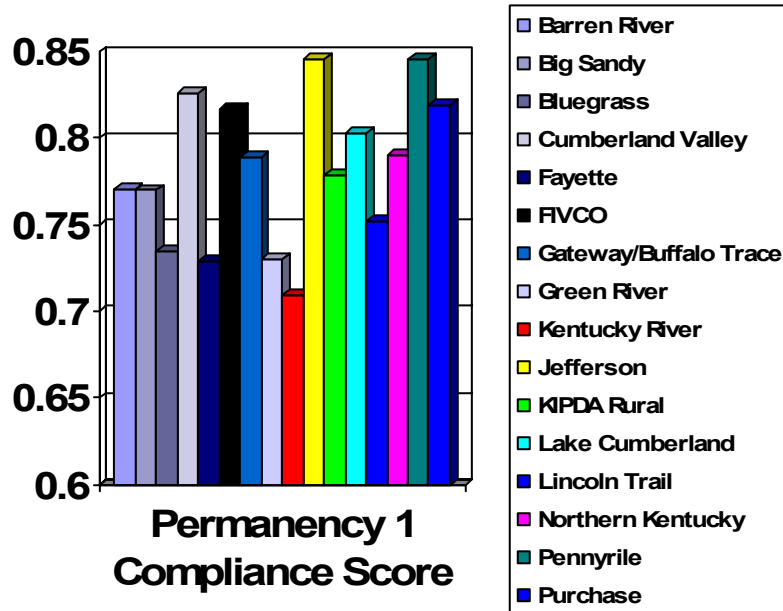
No significant change over time or between regions in change over time (including experimental-control comparison). Significant difference between regions in Safety 2, $F(1, 16) = 2.42, p < .01$. Purchase and Cumberland Valley scored higher than other regions, while Green River and KY River scored lower than the other regions. Refer to Table 15.

Table 15



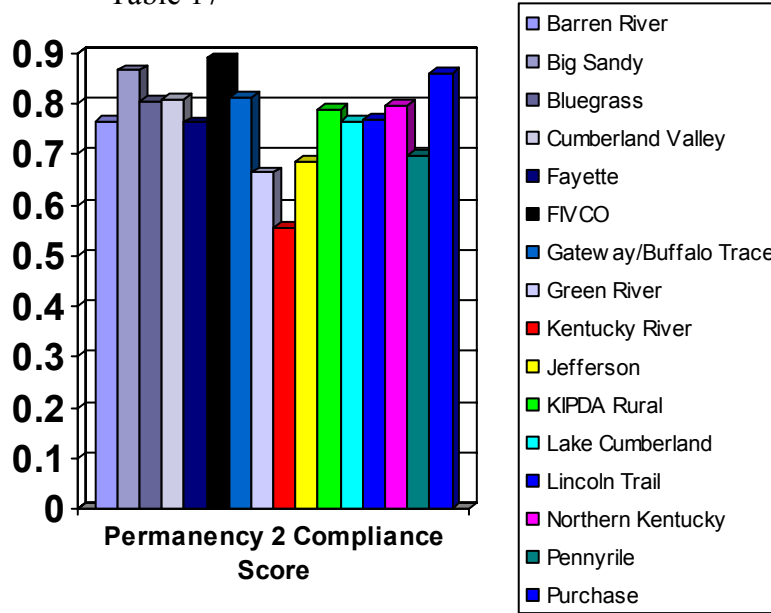
No significant change over time or between regions in change over time (including experimental-control comparison). There was a significant overall difference between regions in Permanency 1, $F(1, 15) = 2.41, p < .01$. Jefferson and Pennyrile scored higher than other regions, while Fayette and KY River scored lower than other regions. Refer to table 16.

Table 16



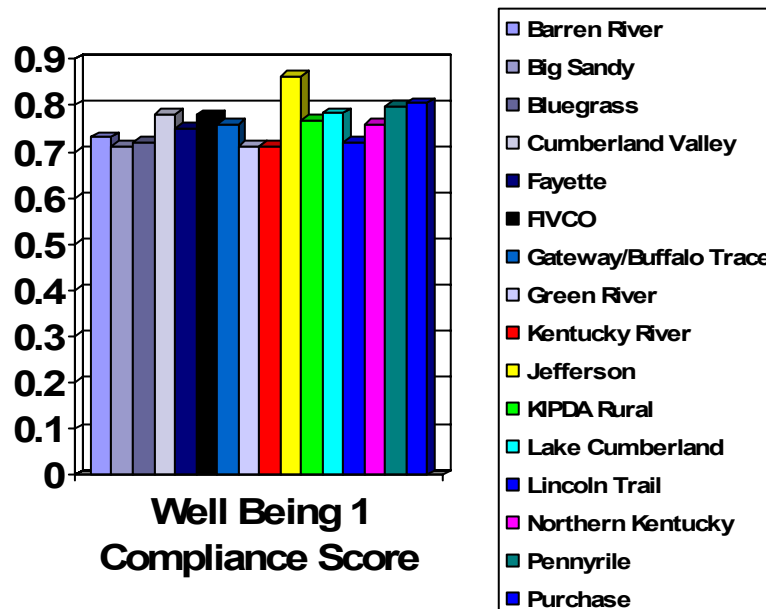
No significant change over time or between regions in change over time (including experimental-control comparison). There was a significant overall difference between regions in Permanency 2, $F(1, 15) = 3.52, p < .0001$. FIVCO and Big Sandy scored higher than other regions, while KY River, Green River and Pennyrile scored lower than other regions. Refer to Table 17.

Table 17

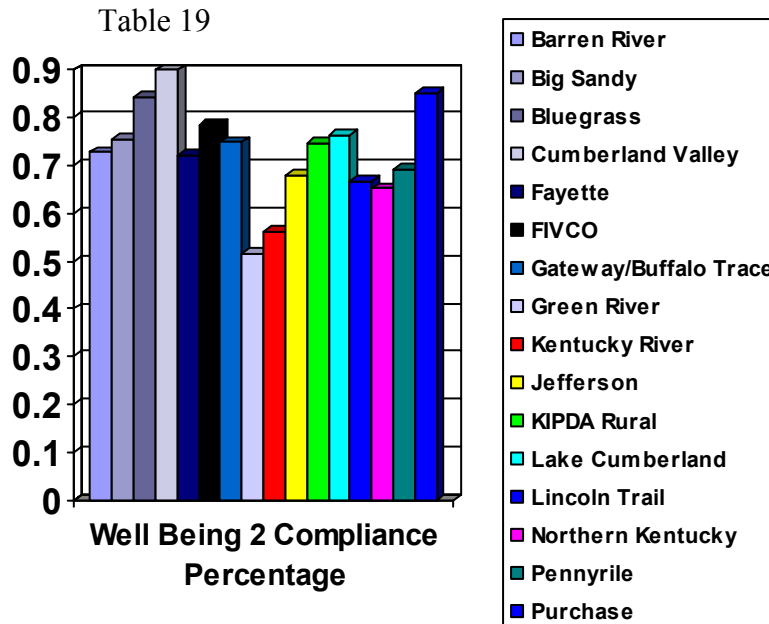


No significant change over time or between regions in change over time (including experimental-control comparison). There was a significant overall difference between regions in Well Being 1, $F(1, 15) = 4.66, p < .0001$. Jefferson and Purchase scored higher than others, while KY River, Big Sandy and green River scored lower than other regions. Refer to Table 18.

Table 18

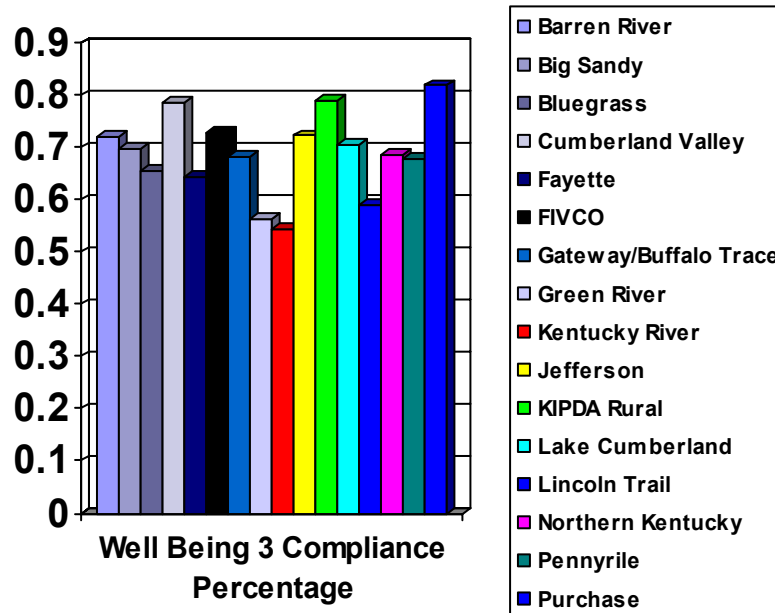


No significant change over time or between regions in change over time (including experimental-control comparison). There was a significant overall difference between regions in Well Being 2, $F(1, 15) = 5.71, p < .0001$. Cumberland Valley, Purchase, and Bluegrass scored higher than others, while Green River and KY River scored lower than the other regions. Refer to Table 19.



No significant change over time or between regions in change over time (including experimental-control comparison). There was a significant overall difference between regions in Well Being 3, $F(1, 15) = 4.32, p < .0001$. Purchase and KIPDA Rural scored higher than others, while Green River and KY River scored lower than the other regions. Refer to Table 20.

Table 20



Summary of CQI-CFSR Outcomes Evaluation

No differences were detected between experimental and control groups (those who had participated in training and those who had not). No changes in outcomes were detected over time from the pre-training period to six-months post-training. There were significant differences between regions in all CFSR outcome areas. Cumberland Valley and Purchase scored higher than other regions on safety outcomes. Purchase also scored higher on the well being outcomes. Jefferson scored higher than other regions on certain outcomes. Green River and KY River scored lower than other regions on all outcomes. The evaluation of CFSR data does not suggest a relationship between coaching/mentoring training and outcomes. KY River which was a region that performed well on the knowledge test and training transfer survey scored lower on many outcomes. Jefferson did not perform as well as others on the knowledge test and training transfer survey scored higher on several outcomes.

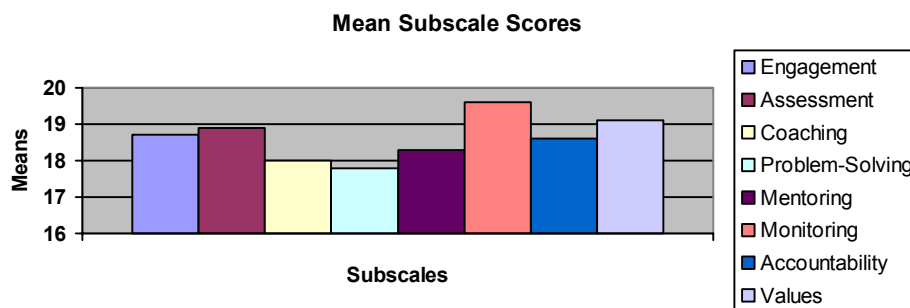
Regional differences in CFSR outcomes may be due to a number of other variables (e.g. resources within the region; special initiatives, such as Family to Family). Another possible explanation is that CFSR outcomes are too far removed from the content of coaching/mentoring training, there are a number of mediating variables at the case (family), worker, supervisor, and at regional levels.

Future research should attempt to target outcome that are more closely related to coaching/mentoring training, such as the timeliness of documentation and others. University of Louisville will be sending surveys to all supervisors to evaluate their own coaching and mentoring skills. A Learning benefit scale will be included to also understand the learning styles of the supervisors. Comparisons will be made between supervisor data and the data already provided by the worker evaluations of supervisor skills. A qualitative study will also be conducted to determine what themes emerge from the worker and supervisor evaluations of the coaching and mentoring training.

Worker Survey (2006 evaluation)

A worker survey was sent to all Protection and Permanency workers as of December 2005. Of that number 110 responded and completed the survey. This survey was not able to be compared to a previous worker survey. Regional differences could not be noted from this survey for comparisons. The mean scores from completed surveys show that workers rated their supervisors highest on monitoring and lowest on problem-solving. In the previous analysis, workers scored their supervisors highest on values and lowest on coaching. Total subscale mean was 145.6 out of a possible 200. See Table 21.

Table 21



The worker survey also included three qualitative questions for the worker to comment on their supervisor. In terms of describing the supervisors' greatest strengths, many workers stated that their supervisor was knowledgeable about the job and policy, advocates for worker, and a good listener. Another question asked for the supervisors' three greatest needs. Workers answered this question stating the supervisor needs more organizational skills, better time management, and to improve communication.

Supervisor Survey (2006 evaluation)

The survey was sent to all Protection and Permanency supervisors as of December 2005. Of that number, 33 supervisors responded and completed the survey. Those supervisors represent only 11 regions that completed the survey. In looking at the data, it seems that Lake Cumberland is over-represented. The emails were sent from the University of Louisville and all the supervisors from that region know me personally thus creating a higher response rate from one particular region. See Table 22

Table 22

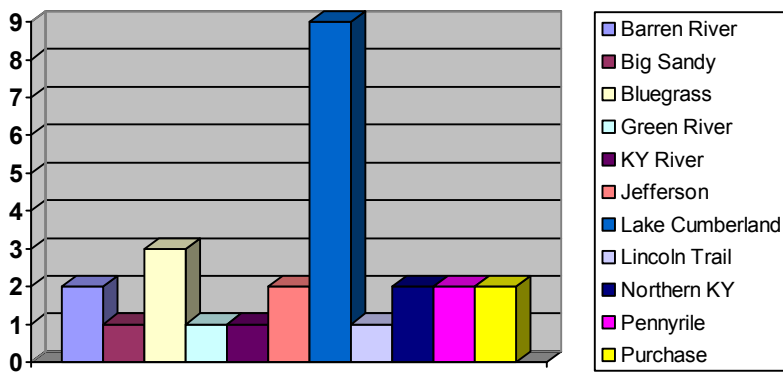
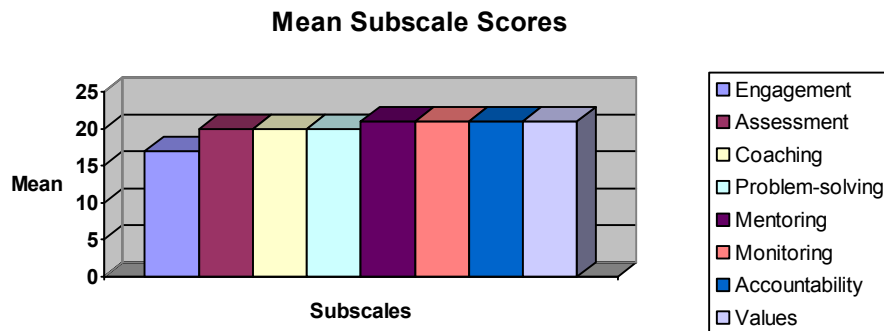


Table 23

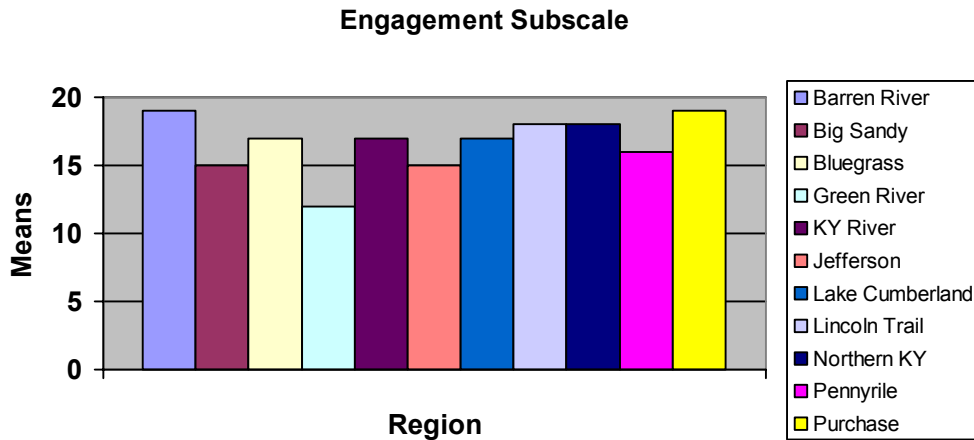


The means subscale shows that supervisors rated themselves highest on mentoring, monitoring accountability and values while scoring themselves lowest on engagement. See Table 23

The supervisor survey also included qualitative questions in which the supervisors described themselves. In terms of the supervisors strengths most mentioned active listening skills, understanding the job and giving feedback. Supervisors also described

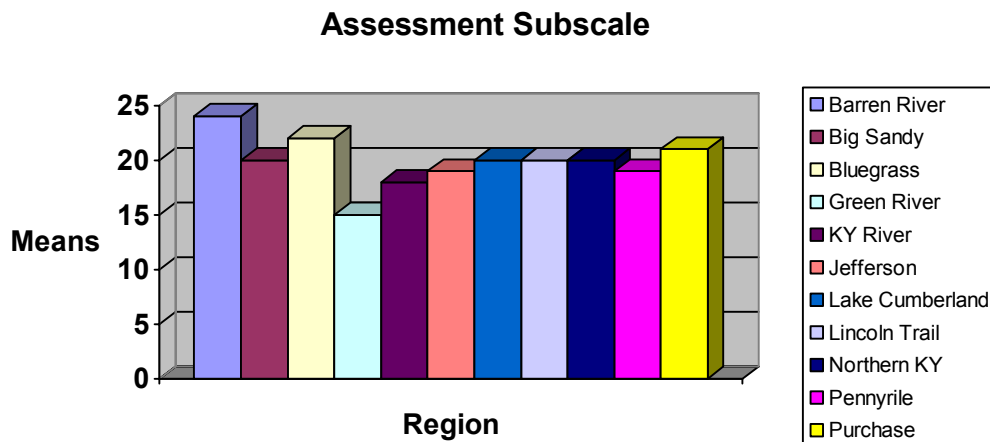
their greatest needs as being the need for time in the office, more training opportunities and a greater level of support from upper management.

Table 24



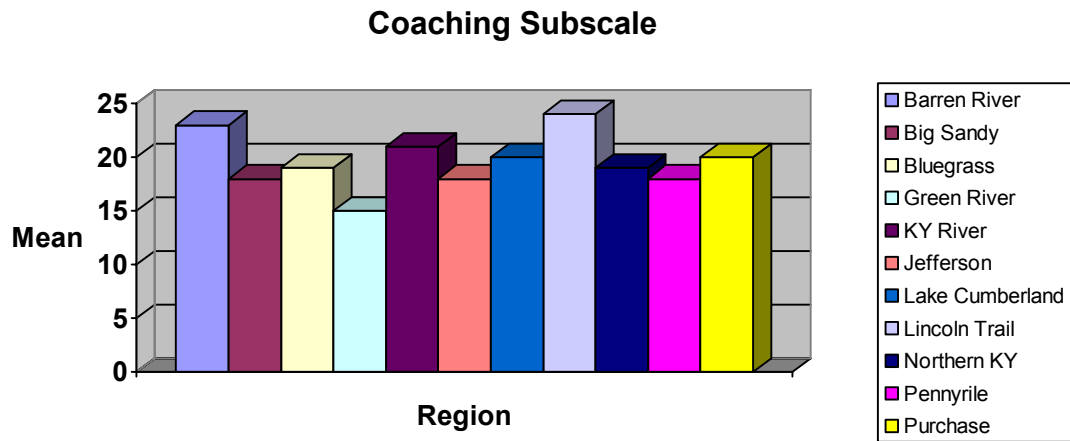
No significant differences between regions on the engagement subscale, $F=.933, p>.05$. Barren River and Purchase scored the highest and Green River scored the lowest. See Table 24

Table 25



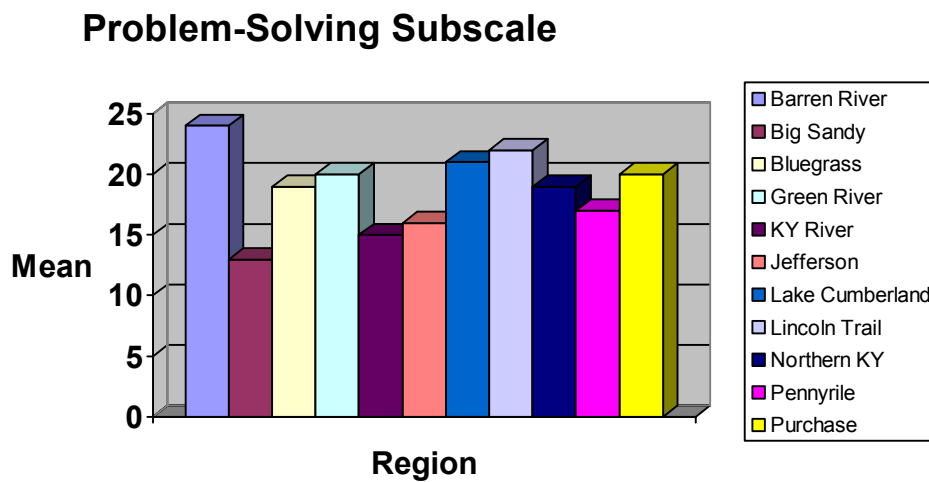
No significant differences between regions on the assessment subscale, $F=.451, p>.889$. Barren River again scored the highest and Green River scored the lowest. See Table 25

Table 26



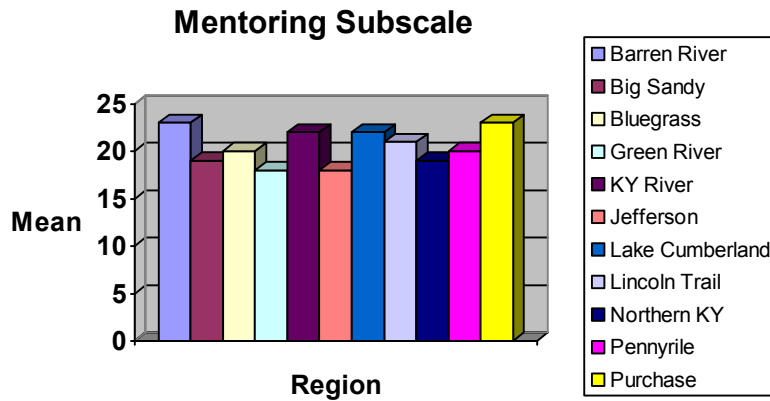
No significant difference between regions on the coaching subscale, $F=.429, p>.05$. Lincoln Trail scored the highest and again Green River scored the lowest. See Table 26

Table 27



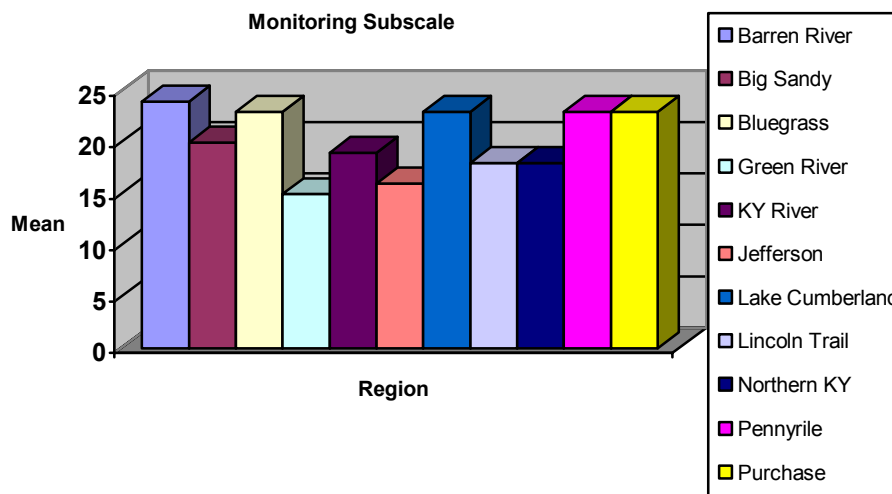
No significant differences between regions on the problem-solving subscale, $F=1.328$, $p>.05$. Barren River scored the highest among the regions and Big Sandy scored the lowest. See Table 27

Table 28



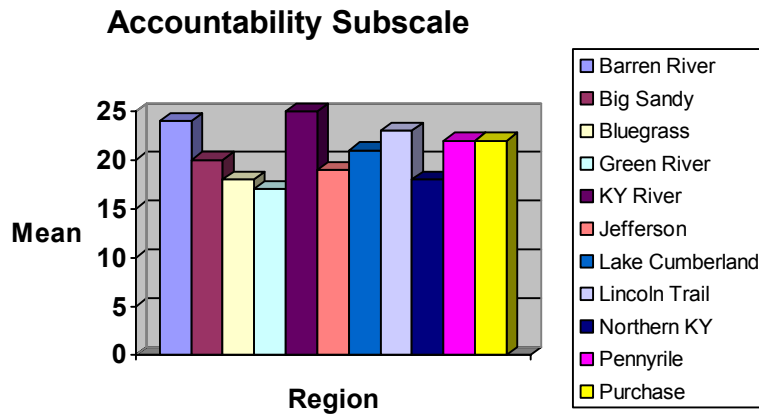
No significant differences between regions on the mentoring subscale, $F=.386$, $p>.05$. Four regions scored higher than the others, Barren River, Kentucky River, Lake Cumberland, and Purchase. Green River and Jefferson scored the lowest among the regions. See Table 28

Table 29



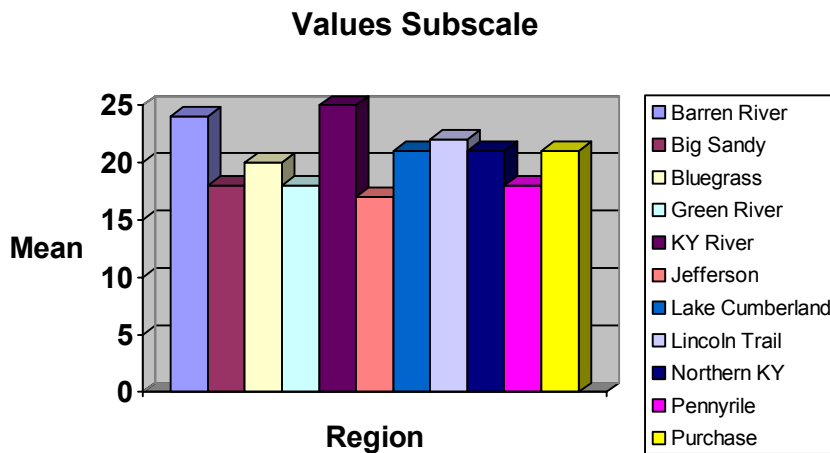
No significant differences between regions on the monitoring subscale, $F=1.883$, $p>.05$. Barren River and Lake Cumberland scored the highest and Green River scored the lowest among the regions. See Table 29

Table 30



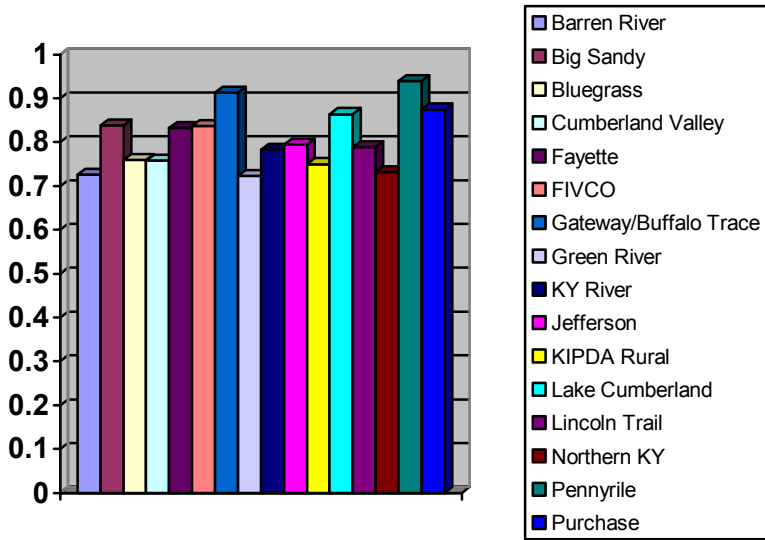
No significant differences between regions on the accountability subscale, $F=.629$, $p>.05$. Kentucky River scored the highest and Green River scored the lowest. See Table 30

Table 31



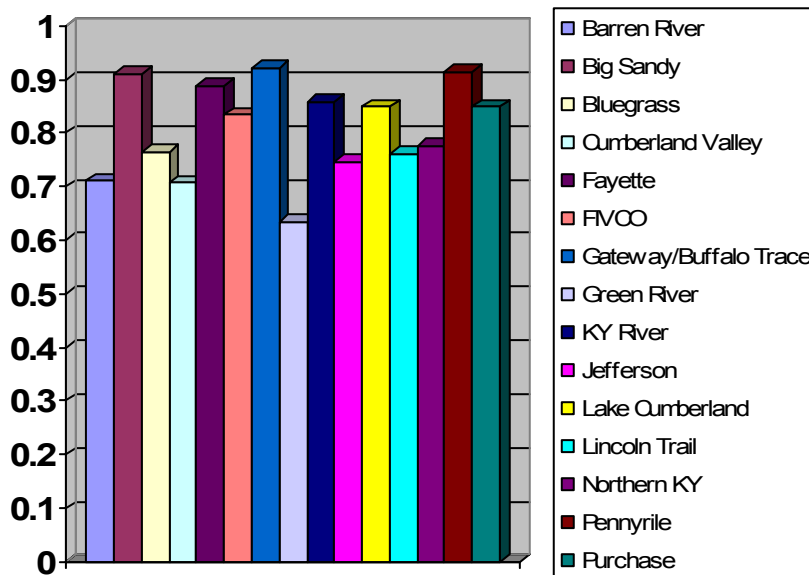
No significant differences between regions on the values subscale, $F=.657$, $p>.05$. Kentucky River again scored the highest and Jefferson scored the lowest. See Table 31

Table 32: Safety 1 Compliance Score



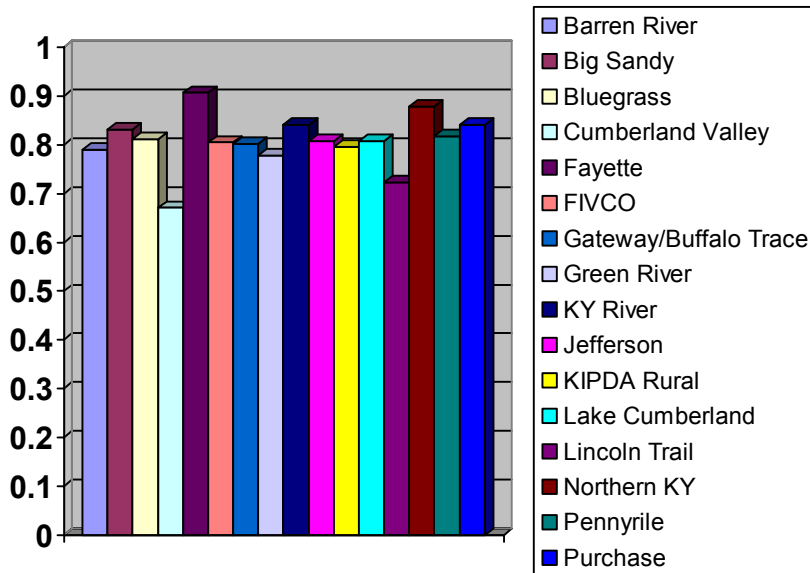
No significant change over time or between regions in change over time for Safety 1, $F=1.05$, $p>.05$. Pennyrile scored higher than other regions while Barren River scored the lowest. See Table 32

Table 33: Safety 2 Compliance Score



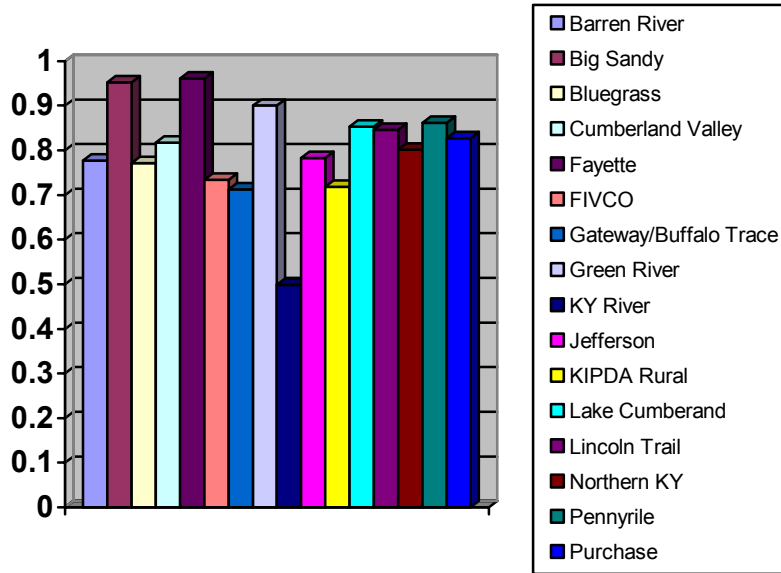
No significant change over time or between regions in change over time for Safety 2, $F=1.53$, $p>.05$. Though a trend did emerge in change over time but was not at a level to be considered significant. Gateway/Buffalo Trace scored higher than other regions while Green River scored lowest. See Table 33

Table 34: Permanency 1 Compliance Score



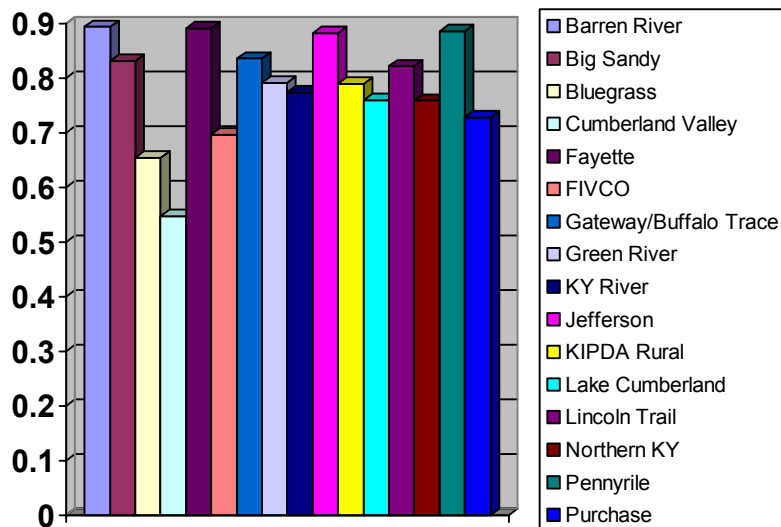
No significant change over time or between regions in change over time for Permanency 1, $F=.701$, $p>.05$. Fayette scored higher than other regions and Cumberland Valley scored lowest. See Table 34

Table 35: Permanency 2 Compliance Score



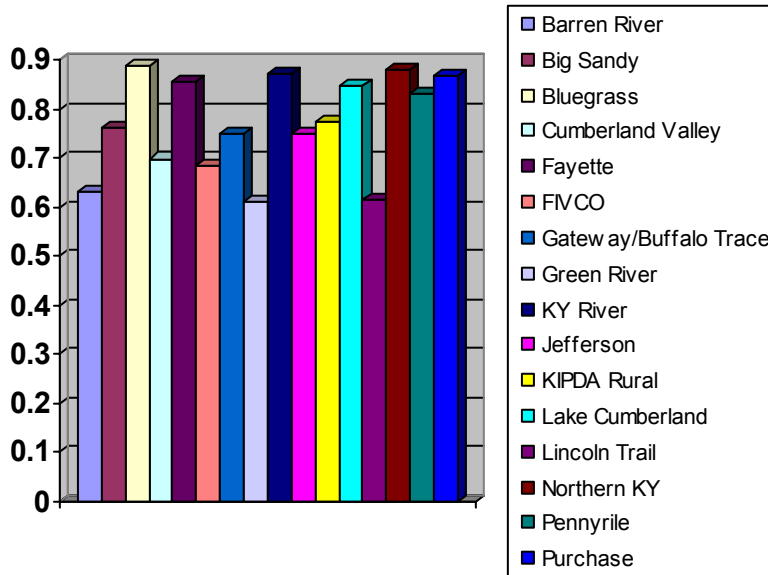
No significant change over time or between regions in change over time for Permanency 2, $F=1.63$, $p>.05$. Though a trend did emerge in change over time but was not at a level to be considered significant. Fayette again scored higher than other regions and Kentucky River scored the lowest. See Table 35

Table 36: Well-being 1 Compliance Score



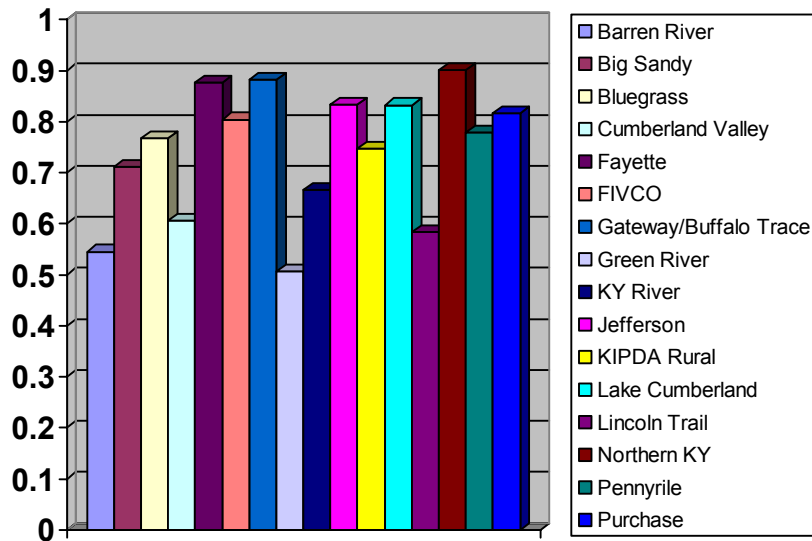
No significant change over time or between regions in change over time for Well-being 1, $F=1.45$, $p>.05$. Fayette scored higher than all other regions and Cumberland Valley scored the lowest. See Table 36

Table 37: Well-being 2 Compliance Score



No significant change over time or between regions in change over time for Well-being 2, $F=.691$, $p>.05$. Bluegrass scored the highest among regions and Green River scored lowest. See Table 37

Table 38: Well-being 3 Compliance Score



No significant change over time or between regions in change over time for Well-being 3, $F=1.68$, $p>.05$. Though a trend did emerge in change over time but was not at a level to be considered significant. Northern Kentucky scored highest and Green River again scored lowest. See Table 38