

### INTER-AGENCY EXCHANGE

The half-day inter-agency exchange takes place between the first and second modules. It provides an opportunity for each participant to meet with a fellow participant in another county and learn about her/his programs. After the visit, participants reflect upon their learning experience and write a memorandum to their directors that identifies leadership and organizational issues of interest.

### INTERNSHIP

The 15-day internship takes place between Modules 2 and 3. Each participant works with her/his county director to choose an internship that will be beneficial for both the participant and the agency. A learning agreement is developed by the participant and the home agency that identifies internship objectives in order to facilitate the transfer of learning back to the agency. During the internship, participants have opportunities to observe administrative practices and agency culture, develop their peer networks, and acquire new skills. Special planning with the participant's supervisor and colleagues is needed to coordinate coverage of the participant's work responsibilities during this absence.

At the completion of the internship, participants write a 10-page case study about their experience and how their new knowledge can be useful for their home counties. The case study includes

- Description of the program or issues observed, and how they fit into the agency's history and politics
- Major successes, difficulties faced, and lessons learned
- Implications for the participant's home agency, and a timeline and budget if a new program is suggested

Participants present these findings to their peers during Module 3, and later to their senior managers and agency director. Each participant is provided feedback during Module 3 by a panel of evaluators that includes agency directors and course instructors.

### TO LEARN MORE

**For further program information, please speak to your county liaison for the BASSC EDP, who can be contacted through your Director's office.**

Further information is also available through the BASSC Web site ([www.bassc.net](http://www.bassc.net)).

The BASSC EDP is partially subsidized by Title IVe training funds through the Bay Area Academy.



### PROGRAM DIRECTOR

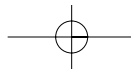
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## The BASSC Executive Development Program in the Human Services



presented by



# UC Berkeley Extension Presents The BASSC Executive Development Program in the Human Services

## AN OVERVIEW

The BASSC Executive Development Program (EDP) began in 1994 as a collaborative effort between the Bay Area Social Services Consortium (BASSC) and UC Berkeley Extension to develop new leaders for county social service agencies in the 21st century. This annual program features

- Three 5-day modules of classroom training, a half-day inter-agency exchange, and a 15-day internship (all scheduled between September and May)
- Sessions by university faculty, agency managers, experts, and program alumni
- Networking time for participants to share their professional experiences
- Sessions led by county social services directors to provide insights into their daily challenges
- A certificate of completion from UC Berkeley Extension awarded to each participant upon successful completion of all modules and internship requirements

The program is designed to promote the transfer of learning to the workplace by encouraging

- Participant discussion of classroom training and inter-agency projects with supervisors and key staff members
- Participant development of three-year individual learning plans that spell out learning goals, associated activities, and the support needed from supervisors
- Sharing of learning plans by participants through an alumni group within their county
- Sharing with supervisors the key learning points from confidential 360-degree leadership assessments undertaken as part of the coaching sessions
- Post-training, agency-based projects for participants to apply what they have learned to their daily activities

## CLASSROOM TOPICS

### MODULE 1

#### A) Human Services: Past, Present, and Future

- New Trends on the Horizon
- Evolution of Human Services Context
- Cutback Management

#### B) Client-Centered Administration

- Core Values
- Personnel Management
- Speaking to Public and Press

#### C) Leadership Development

- Coaching Workshop
- Thinking Like a Senior Manager

### MODULE 2

#### A) Contracting and Budgeting

- Contract Management with Community-Based Organizations (CBOs)
- County Budgeting and Outcomes-Based Management
- State Budgeting Process

#### B) Inter-Agency Collaboration

- Working with CBOs and Collaboratives
- Public Health/Social Service Collaboration

#### C) Leadership Self-Assessment

- Coaching II
- Presentation Skills Workshops

#### D) Overview of Inter-Agency Project



### MODULE 3

#### A) Managing Organizational Change

- Organizational Change
- Creating a Learning Organization

#### B) Relationship Building/Maintaining

- Administrator as Community Organizer
- State/County Relations
- Labor/Management Issues

#### C) Evaluation Across Programs

- Outcome Evaluation
- Major County Programs (Child Welfare, Adult & Aging, Welfare-to-Work)

#### D) Case Presentations

- Participant presentation of case studies and confidential written feedback by panel of agency directors and instructors

*Module contents and schedules may vary from year to year.*