

## NEEDS ASSESSMENT

February 4, 2020

### Introduction

Launched in 2017, DHS' initial Just Culture Campaign was intended to shift the department's focus toward a more just and fair response to unintended outcomes. The initiative consisted of multiple communications and education interventions, which reached nearly every workforce member in the department. While initial trainings were successful, curriculum updates are required in order to address the evolving needs of workforce members and the organization as a whole. The culture change we envision requires multiple, sustained educational efforts over time.

This Just Culture Curriculum Re-design Needs Assessment is intended to offer an analysis of the department's most widely deployed training tools: the Just Culture Introductory Training (60 minutes, online) and the Just Culture Supervisor and Manager Training (instructor-led, 240 minutes). In addition, this document outlines a scope of work and timeline for the re-design of these two critical educational components.

### Situation Assessment

From our analysis, three major contributors necessitate curriculum re-design of the current DHS Just Culture training materials.

- A. *Knowledge Gap*: Both of the initial trainings were authored with a focus on creating awareness and basic knowledge around the concept of Just Culture. However, there is evidence that confusion exists among workforce members about the primary purpose of the Just Culture initiative and what it means for their day-to-day work responsibilities.
- B. *Skills Gap*: The content of the Supervisor and Manager Training is focused on building awareness of Just Culture and providing rationale for adopting the approach. The training could do more to build practical skills through activities and exercises.
- C. *Message Consistency*: The messaging within and between these two training tools is not cohesive. The current Manager and Supervisor training has evolved dramatically over the past two years. Several pivotal curricular changes have been implemented by a number of different authors and facilitators. Though undertaken with the best intentions, these "adaptations" of the curricula have resulted in multiple different versions of the training materials, as well as an overall lack of cohesion in both style and substance.

### Learner needs:

Based on over two years of Just Culture program implementation, trainings, focus groups, and data obtained through surveys, we believe there is evidence to support the following learner needs:

- *Knowledge*: All learners need a "level setting" of the general understanding of Just Culture, why it is being implemented, and what it means for their day-to-day work. Consistency of messaging is key.
- *Skills and Mindset*: Middle managers continue to face major barriers in their ability to adopt the mindset and implement the tools of Just Culture. Just Culture related skill building, practice and coaching tools are needed.

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## Educational Re-Design Approach

The overall goal of this training redesign is to improve learning outcomes and contribute to the ongoing culture change throughout the department. Our re-design approach will make use of the excellent components of the current trainings, while recalibrating them in the following ways:

- Employing a learner-centered approach to the trainings. Learners benefit from a curriculum that meets them where they are at. A learner-centered approach based on adult learning principles will improve training outcomes.
- Presenting a consistent and precise definition of Just Culture across all training tools and materials. (There are other, non-training related efforts that should be undertaken to make progress on this objective as well).
- Emphasizing the Just Culture “mindset,” as well as opportunities for practice and skill building in the Manager and Supervisor Training.
- Aligning both trainings in terms of voice and style. This is especially useful for new hires or new managers, who need to rapidly acquire skills with a sense of continuity and stability.
- Establishing easy access to all Just Culture tools and additional resources.
- Build out the Manager and Supervisor training materials with the facilitator in mind. Any competent facilitator will be able to use these materials to successfully engage learners in a meaningful experience with positive learning outcomes.

## Re-design Scope and Timeline:

WERC plans to start with the re-design of the **Manager and Supervisor Training**, since it is the more detailed and thorough exploration of the subject matter. As noted above, we will make use of the best components of the existing training, including some case studies, terms and definitions, and visual assets where appropriate. This process will take between six and eight weeks, with two opportunities for DHS feedback/notes and subsequent revisions.

Following the completion of the Manager and Supervisor Training, WERC will proceed with the re-design of the **Just Culture Introductory Training**. Given that this is a self-guided online training, our re-design process will require a complete re-build of the digital assets. The process will also take between six and eight weeks, with two opportunities for DHS feedback/notes and subsequent revisions.

Please do not hesitate to reach out to us with questions or thoughts on this proposal. We look forward to working with you on this re-design project and other efforts around this important culture change.

Sincerely,

Tom & Tyler