



## **SUPERVISOR TRAINING**

### **Michigan**

**Department of Human Services,  
Office of Workforce Development and Training (OWDT)**

**Laura Schneider, OWDT Administration**

**[SchneiderL@Michigan.gov](mailto:SchneiderL@Michigan.gov) (313) 720-7263**

**Sarah Goad, OWDT Administration**

**[GoadS@Michigan.gov](mailto:GoadS@Michigan.gov) (517) 599-8408**

**Sarah Goad, OWDT Administration**

**[GoadS@michigan.gov](mailto:GoadS@michigan.gov) (517) 599-8408**

**Debbie Baierl, Human Resource Developer**

**[BaierlD@Michigan.gov](mailto:BaierlD@Michigan.gov) (517) 643-3049**

**Original Interview Date: January 25, 2011**

**Updated December 4, 2013**

### **Supervisor Requirements**

In order to become a child welfare supervisor in Michigan, an individual must meet one of the following qualifications: a.) A master's degree from an accredited college or university in a human behavioral science and three years of experience as a social service worker in a child welfare agency, and a child caring institution, or in an agency performing a child welfare function; or b.) A bachelor's degree from an accredited college or university in a human behavioral science and four years of experience as a social service worker, three of which shall have been in a child welfare agency, a child caring institution, or in an agency performing a child welfare function.

### **Supervisory Training**

#### **Child Welfare New Supervisory Training**

Michigan requires that all supervisors complete a 40-hour Child Welfare New Supervisor Training within 90 days of assuming their position. This week-long program begins with one day of general supervision knowledge and skills training, and is followed by a day split between Legal and Indian Child Welfare Act (ICWA) training. The remaining three days of the week focus on supervisory program specific areas (adoption, foster care, or children's protective services). A competency-based exam is given to all participants at the close of the training. Supervisors have three opportunities to pass the exam with a score of 70% or better. This course is available monthly and trained by the Child Welfare Training Institute's (CWTI) staff at a central location. Some components of Michigan's Workbook Series (discussed in the Ongoing Training section) are used in this training.

#### **New Supervisor Institute (NSI)**

In addition, within six months of hire or promotion, all new supervisors working directly for Michigan's Department of Human Services are required to complete, New Supervisor Institute (NSI) which uses a curriculum of training modules designed around core management competencies, DHS's values and policy, and program knowledge. The competencies include: Communication, Building Trust, Facilitating Change, Coaching and Developing Staff, Leading through Vision, and Values and Innovation. Participants begin training with an introductory webinar, then receive four days of classroom learning, followed by

five weeks of on-line training. The “Teaching Organization” model is used to bring office directors, subject matter experts, administrators and technical experts to train participants. The Institute includes classroom training, on-line discussions, webconferences, tests, and independent study components.

### **Ongoing Training**

Michigan State University (MSU) has created a Supervisory Workbook Series that was designed to be used in formal training and/or as a self-study. MSU offers supervisors the opportunity to attend workbook sessions for in-service training credits. MSU awards a certificate to all supervisors who complete three workbook trainings and complete the required electives. The Workbook Series consists of the following:

- **Workbook 1** – The Role of Leaders in Staff Retention: provides information, tools and methods for leaders to use to support supervisors in creating and sustaining a positive culture for staff retention.
- **Workbook 2** – The Practice of Retention-Focused Supervision: provides research information and supervisory competencies for retaining effective staff, including self-assessment and planning tools. It includes methods and tools for setting objectives, structuring the supervisory process and managing stress in the workplace.
- **Workbook 3** – Working with Differences: provides understanding, methods and tools for tailoring supervision to the diverse characteristics, learning and behavioral styles and professional development needs of staff.
- **Workbook 4** – Communications Skills: provides specific information, tools and activities to adapt communication skills to the supervisory relationship.
- **Workbook 5** – The First Six Months: provides a structure, methods and tools for orienting, supporting and training new staff during their first six months on the job, with particular attention to helping staff cope with and manage the stressors of the job.
- **Workbook 6** – Recruiting and Selecting Staff in Child and Family Service: provides information on promising practices and tools for recruiting and selecting front line staff; includes profiles of desirable qualities needed in front-line supervisors and staff and methods for developing effective collaborations with universities.

### **Management Support Program**

This program is designed to provide on-going development and support to new and existing managers once initial training has been completed. The goal of the Management Support Program (MSP) is to offer “Just in Time” training on management skills topics through a webinar format.

### **Leadership Academy**

The Leadership Academy helps the agency develop a pool of high potential candidates who are prepared and ready to step into leadership positions. Using an accelerated development model, academy members are trained in a broad range of leadership competencies rather than groomed for particular positions. For two consecutive years (2007 and 2008), the Leadership Academy was selected as one of the top 50 programs in the "Innovations in American Government" award, sponsored by Kennedy School of Government at Harvard University. Additionally, the Leadership Academy has won national recognition from the American Society for Training and Development. This "Excellence in Practice" citation is for "outstanding contributions and achievements in advancing learning and performance in the workplace."

### **Supervisor Supports**

#### **Leader Connection**

Professional Development within the Office of Workforce Development and Training created the Leader Connection as a resource for DHS supervisors and managers. Articles of interest are posted. Web conferences by subject matter experts in the department, are available as recordings thereafter. This is

a professional networking site as well, where supervisors and managers can meet others, discuss current leadership challenges, and contribute to blog discussions.

### **Technical Assistance**

Michigan provides technical assistance, through their Professional Development staff, to local offices on a number of issues and have provided coaching in some instances. When Professional Development staff have provided this type of technical assistance, they first spend time shadowing supervisors, completing needs assessments to determine competency needs, provide individual or group training, and may even provide one-on-one “over the shoulder” training or coaching.