

MODULE 1: EFFECTIVE LEADERSHIP: MAKING THE TRANSITION FROM SOCIAL WORKER TO SUPERVISOR

Trainer: Dan Garris

Time: 2 days

Most supervisors are promoted from within the agency. The assumption of agency managers is that if the individual was a “good” social worker/caseworker she/he will be an effective supervisor. There is often little preparation, training, guidance, or support provided to new supervisors. The reality of their situation becomes readily apparent and the previously competent and confident social worker feels inadequate, confused, and overwhelmed. This course examines the common experiences of new supervisors, the first key tasks of new supervisors, and provides new supervisors with an opportunity to examine their leadership style.

Training Objectives:

1. Supervisors will be able to manage the feelings related to making the transition to management.
2. Supervisors will be able to respond effectively to staff’s feelings and needs related to becoming their “new” supervisor.
3. Supervisors will be able to implement the first critical steps for making a sound and easy transition.
4. Supervisors will be able to examine their own leadership style and implement behavioral changes, which enhance their leadership effectiveness.
5. Supervisors will be able to use power effectively to influence staff behavior.
6. Supervisors will be able to create a positive work climate in the unit.
7. Supervisors will be able to create a vision of greatness for their staff.
8. Supervisors will be able to communicate policies, procedures, practice mandates in ways that support the agency mission, vision, goals and philosophical assumptions.

MODULE 2: ACHIEVING EXCELLENCE IN STAFF PERFORMANCE

Trainer: Dan Garris

Time: 1.5 days

Supervisors set the standard for excellence in their units. The supervisor's own emphasis on quality and results influences the level of staff performance. Supervisors play a central role in motivating staff to achieve the agency's outcomes and goals.

Training Objectives:

1. Supervisors will be able to assure clarity in performance expectations for staff.
2. Supervisors will be able to establish standards of practice for performance of the job.
3. Supervisors will be able to provide effective feedback to achieve excellence in performance.
4. Supervisors will be able to recognize workers efforts and accomplishments
5. Supervisors will be able to respond effectively to unsatisfactory performance.
6. Supervisors will be able to use corrective action to improve staff performance.

MODULE 3: BUILDING A COHESIVE WORK GROUP

Trainer: Dan Garris

Time: 2 days

The ultimate goal of every supervisor is to develop a work group that is motivated in the fullest sense to achieve the mission and goals of the agency as a means of satisfying personal needs and goals.

Training Objectives:

1. Supervisors will be able to evaluate existing structures and create new structures that assure successful operation of the unit
2. Supervisors will be able to create group cohesion in their units.
3. Supervisors will be able to assess the stage of development their team is in and facilitate enhanced development.
4. Supervisors will be able to manage work related conflict effectively.

MODULE 4: PROMOTING THE GROWTH AND DEVELOPMENT OF STAFF

Trainer: Dan Garris

Time: 2 days

One of the most satisfying aspects of supervision is helping social workers grow and develop on the job. Because of their daily interaction with social workers, supervisors can dramatically affect the learning and development of their staff.

Training Objectives:

1. Supervisors will be able to tailor how they teach staff based on their individual learning style.
2. Supervisors will be able to implement strategies before, during, and after staff attend training to facilitate transfer and integration of knowledge and skills to the job.
3. Supervisors will be able to create a sense of belonging for and orient new staff.
4. Supervisors will be able to identify staff learning and development needs and develop a training plan with staff to promote their growth and development.
5. Supervisors will be able to use management practices that help retain workers of different generations.

MODULE 5: CASE CONSULTATION AND SUPERVISION

Trainer: Dan Garris

Time: 2 days

Supervisors play a critical role in assuring that the intervention provided to clients facilitates achievement of outcomes. This requires supervisors to review and evaluate casework activities and processes and to provide consultation to workers. Case consultation and supervision also is geared toward building self-awareness in workers. Since the workers personality and behavior are significant determinants of what happens in the worker-client relationship, the worker's attitudes, beliefs, feelings, and behavior become a necessary and inevitable part of clinical supervision.

Training Objectives:

1. Supervisors will be able to assist staff in developing greater self-awareness, so they can act in a deliberate, disciplined, and consciously directed manner to be optimally helpful to the client.
2. Supervisors will be able to assist staff in case assessment including identifying the presenting problems, risks, underlying conditions contributing to the risks, what needs to change to reduce/eliminate the risk of maltreatment, and the strengths/inner resiliences that will provide the foundation for change.
3. Supervisors will be able to model and reinforce a strength-based approach to working with families.
4. Supervisors will be able to use coaching to assist staff in identifying problematic areas in work with clients and the anticipated course of intervention.
5. Supervisors will be able to use coaching to facilitate effective safety decisions
6. Supervisors will be able to assist in having planned and purposeful visits with families.
7. Supervisors will be able to encourage staff to identify the cultural diversity of all families and develop plans to address individual differences.

MODULE 6: MANAGING EFFECTIVELY WITHIN THE ORGANIZATION

Trainer: Dan Garris

Time: 2 days

Most of the training for supervisors focuses on managing staff. However, a first line supervisor's relationship with his/her manager involves mutual dependence and that, if not managed well, a supervisor cannot be effective in the job. Most effective supervisors see managing their relationship with their boss as an essential part of their job. In addition, change in public child welfare agencies is a fact of life and if supervisors are to be effective they must be able to develop strategies to plan, direct, and control change.

Training Objectives:

1. Supervisors will be able to influence agency policy by proposing changes in the way in which the organization functions (e.g. intake policies, personnel policies, etc.)
2. Supervisors will be able to influence agency program development by proposing new program directions and identifying implementation strategies.
3. Supervisors will be able to advocate for the needs of their staff and serve as a buffer between staff and upper management.
4. Supervisors will be able to describe the stages of change and change conditions and use specific strategies to help staff move forward and accept and adjust to change.
5. Supervisors will be able to identify their own and the staff's personal styles in managing change.
6. Supervisors will be able to respond effectively to organizational change.
7. Supervisors will be able to identify the benefits and elements of the mentor-protégé relationship.