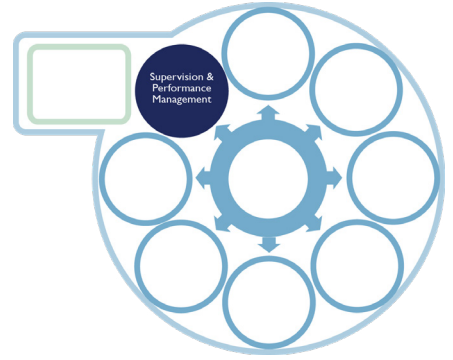


# WORKSHEET J:

## Explore Supervision & Performance Management



**STOP ⚡ Download, save, and work in your saved worksheet!**

### What is the Desired Outcome or Condition?

Supervisors recognize their critical role in creating a safe and supportive climate and culture where **diversity of staff** and the unique qualities of the individual are celebrated and leveraged for their contribution to the team. Performance management is viewed as a continuous process rather than an annual event, and is an integral component of an agency’s functioning; routine and structured supervision to provide **feedback and support and guide performance** is expected and valued.

### How well is your agency doing in this area?

The following are indicators of an agency’s level of performance in this area. For each indicator below, consider and discuss the extent to which you think your agency’s policies and structures promote your agency’s overall performance, based on a scale of 1 = Poor, 2 = Fair, 3 = Good.






<u>Indicators of Agency Level of Performance</u>	<u>Rating</u> 1 = Poor 2 = Fair 3 = Good
Supervisors are supported in their critical role of contributing to staff job satisfaction, a sense of belonging, and an intent to stay.	
Performance management expectations, including HR policies and procedures, are in place and clearly communicated to staff at all levels to ensure fair and equitable performance assessments.	
Performance assessments are used in an ongoing process of critical self-reflection to identify areas of strength and opportunities for continuous learning.	
Supervisors are provided education and training on supervising across differences (e.g., learning styles, family or cultural background, and so on).	
Notes/Comments:	

## What strategies should your agency consider to strengthen this component?

The following examples include promising or effective strategies designed to address workforce gaps impacting an agency.

### For each strategy:\*

- First, consider and note in the table below: A = Agency Already Engaged, B = Interested in the Strategy, C = Not Applicable (NA) or Not Interested At This Time (NI).
- Next, consider how difficult it would be for you and your team to work within the agency or with partners to implement or strengthen performance based on 1 = Readily Doable, 2 = Feasible But Will Take Some Effort, and 3 = Difficult.

<u>Promising or Effective Strategies</u>	<u>Implementation</u> A = already engaged B = interested C = NA or NI	<u>Level of Difficulty</u> 1 = readily doable 2 = feasible with effort 3 = difficult
Establish the expectation that staff at all levels participate in routine individual and group supervision and offer tools and training to teach the  <b>skills of effective individual and group supervision.</b>		
Deliver formal in-service training and ongoing professional development to  <b>supervisors regarding their role in implementing the agency’s performance management system,</b> HR policies, and procedures.		
Provide supervisors the formal supervision and feedback and formal and informal  <b>tools, training, and coaching</b> they need to, in turn, train, coach, and offer ongoing guidance and feedback to their staff to support individual development and critical thinking regarding child welfare practices and an agency culture of inclusivity.		
Implement an approach to frequent and structured case reviews and staffing between supervisors and staff to ensure a focus on best practices and adherence to law and policy expectations.		
Invest time and resources to ensure employees and supervisors have high-quality relationships. This can include addressing implicit biases that employees have of supervisors or supervisors have of employees ( <b>Diversity in Leadership: NCWWI  1-page Summary</b> )		
Other Strategies? Click  <b>MyNCWWI</b> for additional strategies, resources, and tools.		
Notes/Comments:		

\*This particular rating (considering whether the agency is already engaged or interested and then the “doability”) was adapted from the excellent resource *Self-Assessment Workbook for Building a Stable and Quality Child Welfare Workforce* by the Center for the Study of Social Policy (2006).