Supervisory Effectiveness Program
Series 1: Leading People

About the Program

The Supervisory Effectiveness Program is designed for human services professionals in all program areas. The purpose of this program is to develop the skills of new supervisors and elevate the skills of experienced supervisors.

This series introduces key concepts in supervision, including fostering teamwork within a work group. Powerful tools for learning, change and growth include monitoring, evaluating and improving employee performance and as such, these tools are stressed in this program. The activities we focus on lead to a clear understanding of employee roles and responsibilities and how supervisors can keep employees apprised of their job performance.

Program Outline

Principles of Supervision

In this workshop, supervisors review important principles of leadership and responsibility for the productivity of others. One of the key functions of supervision is to develop a group culture that supports organizational values in the pursuit of work objectives.

Topics include
- new roles
- code of ethics
- professional boundaries
- creating a work group vision
- responsibilities and tasks

Establishing Job Performance Criteria

Organizational change is inevitable and clear employee expectations are necessary to establish individual job accountability and organizational responsibilities. During this workshop, supervisors learn a process to clarify functions of the various job classifications under their supervision. This serves as a foundation to initiate a plan for intervention to assist staff in meeting job performance demands.
Topics include
- legal issues for performance criteria
- performance management processes
- characteristics of job performance criteria
- analysis of job responsibilities and tasks
- developing a written model of job performance criteria

**Monitoring and Evaluating Job Performance**

Once job performance criteria is established, supervisors must systematically monitor and continually assess employee performance in relation to job performance standards. In this class, we will assess and identify the collection of job performance data and establish ways to ensure that continuous communication between staff and supervisors will lead to the provision of performance feedback and formal appraisal.

Topics include
- setting measurable objectives
- collecting performance data
- communicating with staff
- evaluating performance
- conducting appraisal interviews
- completing a performance assessment

**Training—Analysis and Intervention**

Supervisors support employees in job performance development when the employee is new to the unit, when they experience new processes or procedures, and when there is a performance gap due to lack of knowledge, skills or organization. In this workshop, supervisors learn to conduct a training needs analysis and training intervention to support employee performance in meeting job expectations.

Topics include
- analysis of a performance gap
- trainee analysis
- identification of training needs
- characteristics of adult learners
- setting purpose, goals and objectives for training
- developing a training program outline
- reviewing presentation techniques
Teamwork Skills for Supervisors

During this workshop, supervisors will review principles of team formation and decide how and when teamwork will contribute to unit and organizational efficiency.

Topics include
- stages of team development
- developing a team constitution
- dealing with conflict
- identifying team goals
- personality preferences and team impact
- overcoming common barriers to motivation in teams

Facilitating Behavior and Performance Improvement

Supervisors aim to maintain the most cohesive and productive staff possible. This is not always easily achieved as each staff member presents individual challenges and opportunities that the supervisor must recognize, facilitate and adapt to. During this workshop supervisors learn ways to work with employees who achieve performance standards as well as employees who require extra support to meet those standards.

Topics include
- recognizing employees who meet or exceed job expectations
- counseling
- coaching
- developing a performance improvement plan
- following up on the results

Documenting Performance in Disciplinary Actions

This workshop presents a model of progressive discipline to assist supervisors in reducing an employee performance gap. Supervisors must consider initiating steps in progressive discipline when direction, motivation, training, retraining, counseling, coaching and other interventions have failed to reduce or eliminate a documented job performance or behavior gap.

Topics include
- rules and concepts of progressive discipline
- sequence and common progression of disciplinary steps
- job performance assessment
- progressive documentation of interventions
- effective documentation
- common types of documentation