

Supervision Skills for Vocational leaders: *Supporting Teams*

Innovations in employment Supports



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Introduction

Section 1

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Great news! You're a supervisor!
...Now What?



How have you been prepared to
supervise and lead a SEMP team?

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Supporting Teams

Section 2



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Supporting Teams

- Team Charter
 - Measurable goals
 - Operating guidelines
- Defining roles & responsibilities
- Staff meetings
- Supervising remote workforce/virtual teams

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Team Purpose
(Mission)

- The reason for the team's existence
- Why you come to work
- The core business activity

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The purpose of _____ is to _____

Our primary responsibilities are _____

Our top priority is to _____

The "key results" expected from us are _____

Sample Charter:

(Fisher & Fisher, 2000)

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Example

The purpose of Employment Resource **is to** assist and support job seekers, in finding meaningful, competitive, integrated employment through a process of matching individual skills, interests, and abilities with business needs.

Our primary responsibilities are to engage the job seeker in a process of Discovery to learn about strengths and support needs, and to complete a thorough Discovery report. Completion of a thorough job analysis with the business to identify required skills, as well as workplace culture considerations. A job match will be determined through a process of a discrepancy analysis, negotiating duties with the business, and identifying supports and accommodations needed to ensure the job seeker will be able to perform the job as independently as possible.

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Example — Cont.

Our top priority is to ensure that we have done a thorough Discovery of the job seeker and a job analysis of the business, and the match will meet the needs of both, as well as the expectations of OPWDD as outlined in SEMP regulations.

The "key results" expected from us are X# of job seekers will transition from day services to ETP/SEMP and secure competitive employment. X# of supported employees will transition to Extended services.

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Team Operating Guidelines

- Code of conduct and safe environment
- Meeting guidelines
- Decision making guidelines
- Conflict resolution process
- Workload distribution
- Internal and external communications
- Team additions and terminations



(Fisher & Fisher, 2000)

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Examples of Items found in Operating Guidelines



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Breakout

1

What are some things you, as a supervisor, would want to add to the operating guidelines?

2

What do you believe your team will want to add to the operating guidelines?

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Defining Roles & Responsibilities

- Be clear on roles and responsibilities.
- What is expected of all team members?
- What are each person's expected contributions?
- Is there a need for any kind of cross-training?



(Fisher & Fisher, 2000)
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Remote Workforce

- Schedule a daily check-in
- Communicate often
- Take advantage of technology
- Manage expectations
- Outcomes vs. activity
- Provide needed tools and technology
- Be flexible



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Supporting Individuals

Section 3

Individuals



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Supporting Individuals

Communication

Staff development and retention

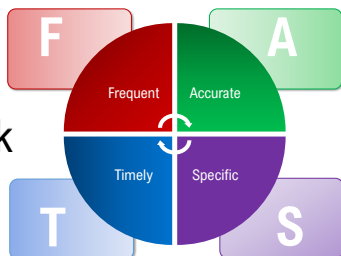
Staff meetings

Supervision / Coaching

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Fast Feedback



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Effective Departmental Communication

1. Share important news and developments
2. 1:1 meetings
3. Solicit feedback from employees
4. Use internet collaboration platforms [i.e., **Google Docs**, OneDrive]
5. Keep your office door open
6. Create and honest and open culture
7. Invest in team-building activities
8. Give stay interviews and exit interviews



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Staff Development Plan

1. Is a process for helping individuals improve skills for their current job
2. To acquire knowledge and skills for new roles and responsibilities

- Help attract talented applicants
- Increase worker engagement and motivation
- Improve employee performance
- Increase your department's efficiency and profitability
- Nurture promotable employees
- Improve employee retention and satisfaction

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S M A R T	SPECIFIC	Provides a clear description of what needs to be achieved.	
	MEASURABLE	Includes a metric with a target that indicates success.	
	ATTAINABLE	Set a challenging target but keep it realistic.	
	RELEVANT	Relevant to job function. Goal is meaningful.	
	TIMELY	Set a date for what the goal needs to be achieved.	

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- Disseminating Information
- Planning (goals, timelines, assignments)
- Status Updates / "State of the State"
- Teaching / Training
- Idea Generation
- Decision Making
- Problem Solving / Getting Input
- Strengthen Relationships
- Build Alignment
- Share Best Practices
- Crisis Management
- Debriefing (projects, problems, incidents)

Staff Meetings: Identify Purpose

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Question

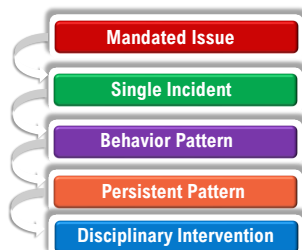
Regarding both on-site and off-site staff, my most time-consuming supervisory challenge(s) is/are...



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Performance Issue Model



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Labeling the Behavior

- Use observable terms.
- Use measurable terms.
- Use positive terms.
- Be clear, concise, and complete.

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Do Not Label People

"Define the problem as a person and you're in trouble. Define it as a behavior and you can do something."

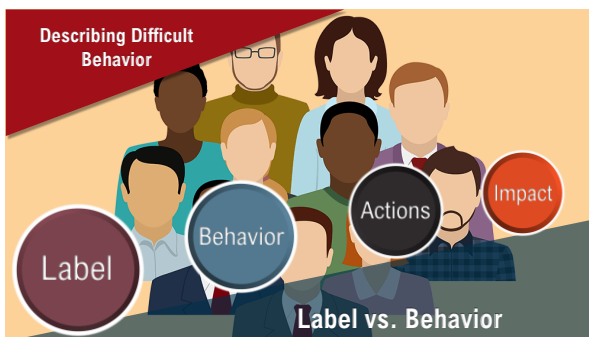
(Cloke and Goldsmith. Resolving Conflicts at Work, 2000.)



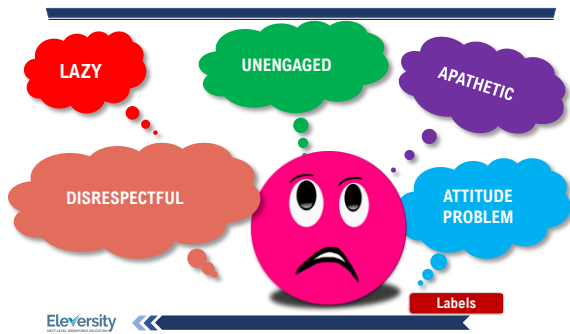
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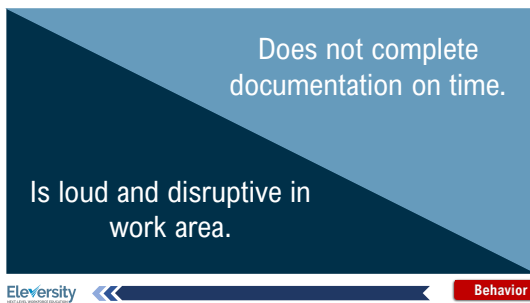
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Does not complete documentation on time.	<ul style="list-style-type: none"> Stops working and browses phone several times during the day Only responds to direct verbal prompts Does not initiate tasks Excessive socialization with coworkers Stares out window for extended periods of time
Loud and disruptive in work area.	<ul style="list-style-type: none"> Personal calls during the workday and yells at their children Plays music without the use of headphones Excessive socialization, including loud laughter and jokes in poor taste for work setting

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The Impact of Doing Nothing

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Impact on Team

- Productivity and morale goes down for everyone
- Creates negative attitudes toward problematic employee or others follow suit
- Can disrupts another department
- Reflects poorly on management
- Impacts billing
- Impacts quality services



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Impact

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What Makes you Reluctant to Address Problem Behaviors?



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Breakout or group

1. Using the challenge(s) you identified earlier, choose 1 or 2, and describe the behavior and the measurable actions.
2. How might you outline a SMART goal?

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The Main Effects of Perceived Support

- Increased commitment
- Improved job satisfaction and mood
- Increased interest in work
- Increased performance
- Decreased psychological strain
- Increased desire to remain working for the organization
- Decreased withdrawal [lateness, absenteeism, turnover]



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