

Strategies for Successful Supervision

Participant Workbook

Congratulations, you're a Supervisor! Now what?

After you have been introduced to the team you are now expected to motivate them to complete all their assignments. Wait! What?

As a Supervisor:

How do you get a new employee "up to speed" so that they are a productive member of the team?

Who is responsible and who is accountable for program outcomes?

How will staff be evaluated on the quantity and quality of their performance?

How can you retain staff once they are contributing members of the agency?

What's your plan?

Course Agenda:

Define Supervision

Program Onboarding

Accountable vs Responsible

Objective Performance Evaluations

Staff Retention

Supervision: Defining your role as a supervisor, manager, teacher, director, team lead, counselor, trainer, coach, mentor...

What does a supervisor do? What are they responsible for?

Two Kinds of Supervision:

1. One puts the supervisor in a teacher/counselor/mentor role, providing helpful and constructive feedback, developing a good relationship with the supervisee, and working with them to continually improve their understanding of and competence in their job.
2. The other casts the supervisor in their role in the organizational chart, as an administrator responsible for making sure that those in their department do their jobs.

Supervisors are responsible for making sure that the people they supervise are doing a good job – that they're where they're supposed to be when they're supposed to be there, and that the work they do is of high quality.

The duties of a supervisor may include training new workers, supporting and mentoring supervisees, providing professional development, assigning and creating projects, making sure plans are being carried out effectively, providing support, assisting with activities, and identifying and addressing unsatisfactory performance.

All of these duties have the same goal: to help those supervised do the best job they can, and continue to learn and improve.

Retrieved from <https://ctb.ku.edu/en/table-of-contents/leadership/effective-manager/staff-supervision/main> June 2023

Program Onboarding

How do you get a new employee “up to speed” so that they are a productive member of the team?

What do staff already know? What do they need to know? How will they learn it?

Program Onboarding Components

Processes & Procedures

Prevention Basics

Job Specific

Professional Development

Prevention Certification

Processes & Procedures

How does staff...?

Obtain and utilize supplies, equipment, facilities, vehicles, etc.

Complete forms, record outputs and other measures.

Who does staff go to for...?

What kinds of decisions staff are expected to make for themselves and what they should discuss first with supervisors?

Prevention Basics

What is prevention? How do we “do” prevention?

What do I need to know in 0-3 months? 4-6 months? 7-12 months?

Job Specific

What is my specific job?

How does it fit into the overall goals of the agency?

What do I need to know in 0-3 months? 4-6 months? 7-12 months?

Professional Development

What is beyond my current job?

What advancement opportunities may be available?

What do I need to know in 1st year? 2nd year? 3rd- 5th year?

Prevention Certification

What is Certification?

Why should I become certified?

What do I need to know in the 1st year? 2nd year? Before I test?

Responsibility and Accountability

Who is responsible and who is accountable for program outcomes?

The staff is responsible to do the work.

The supervisor is accountable that the quality work was completed.

Job Description

What is expected of me?

“A written job description with clear measurements will be utilized for performance evaluations.”

Sample Coalition Coordinator Job Description

“The Coalition Coordinator will carry out the goals of the Coalition, implement a clear plan of action as outlined by the Program Director, including hours of operation, meeting times & locations, program specific activities, measurable goals, outcomes and outputs.”

Primary Duties include, but are not limited to:

- 1 Responsible for Collecting 105 Letters of Agreement
- 2 Ensure that 20 media awareness activities are completed
- 3 Work to implement 3 environmental, regulatory or legal strategies implemented or changed to help reduce underage drinking and/or substance abuse
- 4 Recruit new coalition partners & members
- 5 Increase Community Awareness of the negative consequences of underage drinking through presentations
- 6 Coordinate and obtain 500 or more Community Assessment Surveys annually
- 7 Assist with collection of the Community Surveys
- 8 Conduct a community needs assessment annually
- 9 Assist in writing coalition strategic plan annually
- 10 Coordinate monthly coalition meetings (at least 10 each year)
- 11 Make contacts with all sectors of community
- 12 Assist with scheduling focus groups
- 13 Schedule 4 community trainings (i.e. policy forum, town hall meetings)
- 14 Travel and attend 2 State CCP meetings each year
- 15 Travel and attend the Coalition Institute annually
- 16 Attend staff meetings monthly
- 17 Attend Community Programs Department staff meetings bi-weekly
- 18 Maintain and turn in a completed, signed, time allocation to supervisor by noon each pay day
- 19 Maintain accurate monthly demographics, submitting results by email to the Program Director on or before the 5th of each month to gauge progress and ensure program goals are being met (# served, # meetings, presentations, etc.)
- 20 Learn about Research Based Prevention and be able to teach the same
- 21 Program Director or Executive Director may assign other duties as needed

Is the Job Description Clear? Concise? Can or Can't? Will or Won't?

Performance Evaluation: How will staff be evaluated on the quantity and quality of their performance?

“A written job description with clear measurements will be utilized for performance evaluations.”

Performance Evaluations- When?

Tasks Completed- Weekly Program Performance Measures- Monthly Performance Reviews- Quarterly
Performance Evaluation- Annually

Program Evaluation Reporting

Weekly- Monthly- Quarterly

What did we plan to do this week? What did we actually complete?
How does this compare to our plan? What rolls over to next week?

Weekly- **Monthly-** Quarterly

What did we actually complete this month? How does this compare to our plan?

Weekly- Monthly- **Quarterly**

Quarterly Review of Past 3 Months

Performance Evaluations Annually: *The annual review is simply the compilation of all quarterly performance reviews.*

Performance Evaluations- How?

Task completion, Performance measured, Objectives achieved.
Is the formal evaluation Objective or Subjective?

Sample **Job Description changed** -Primary ~~Duties~~ Tasks include, but are not limited to:

1. Responsible for Collecting 105 Letters of Agreement
2. Ensure that 20 media awareness activities are completed
3. Work to implement 3 environmental, regulatory or legal strategies implemented or changed to help reduce underage drinking and/or substance abuse
4. Recruit new coalition partners & members
5. Increase Community Awareness of the negative consequences of underage drinking through presentations
6. Coordinate and obtain 500 or more Community Assessment Surveys annually
7. *Continued through task 21.*

All (21) tasks are scored using the following Six Performance Measures

Simple Six Performance Measures:

1. Falls below expected performance
2. Meets some position requirements
3. Meets most position requirements

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4. Consistently meets all position requirements
 5. Consistently exceeds all position requirements
 6. Exceptional performance beyond all position requirements

Detailed Six Performance Measures:

1. Falls below expected performance

Performance of duties and responsibilities are unsatisfactory in most instances.

Tasks assigned are submitted late, inaccurate and/or incomplete.

Staff member creates situations which negatively affects the overall program.

Performance is unacceptable- Improvement is mandatory for continued employment.

2. Meets some position requirements

Performance of most duties and responsibilities are insufficient.

Tasks assigned are often submitted late, inaccurate and/or incomplete.

Staff member is involved in situations which negatively affects the overall program.

Performance inadequate- Improvement is mandatory for continued employment.

3. Meets most position requirements

Performance of some duties and responsibilities are substandard.

Tasks assigned are often submitted late, inaccurate and/or barely complete.

Staff member some contributions, which positively affects the overall program.

Performance is below average- Improvement is necessary for continued employment.

4. Consistently meets all position requirements

Performance of duties and responsibilities are satisfactory.

Tasks assigned are submitted on time, accurate and complete.

Staff member makes regular contributions, which positively affects the program.

Performance is average- continued professional growth is suggested for promotional considerations.

5. Consistently exceeds all position requirements

Performance of duties and responsibilities are more than satisfactory, completed in a professional manner, with little need for improvement.

Tasks assigned are submitted on time, accurate and complete.

Staff member makes regular contributions to improve the overall effectiveness of the program and aggressively seeks to expand the scope of their duties.

Performance is excellent - promotional consideration should be determined.

6. Exceptional performance beyond all position requirements

Performance of all duties and responsibilities are accomplished in a noteworthy and judicious manner with no need for direction or supervision.

Tasks assigned are submitted on time, accurate and complete.

Staff member consistently makes significant contributions to improve the overall effectiveness of the program and aggressively seeks to expand the scope of their duties and assumes additional responsibilities.

Performance is exceptional- promotional consideration is recommended.

All tasks scored by both the employee and the supervisor, then averaged.

1 2 3 4 5 6 train, develop and supervise the personnel & volunteers of the Community Coalition and their associated projects.

Performance of some duties and responsibilities were good.

Comments: Program training and development of personnel was good this year.

1 2 3 3 4 5 6 maintain accurate monthly demographics, entering results at the agency office on or before the 10th of each month

Tasks assigned are often submitted late, inaccurate and/or incomplete.

Comments: This has not been done consistently on time

1 2 3 4 5 6 submitting monthly measures reports for the state

Comments: little need for improvement

Performance Measure Review:

LIST ALL EMPLOYEE STRONG POINTS:

Strengths: (List areas above that were rated at a 5 or 6)

Areas to develop: (List areas above that were rated at a 4)

LIST ALL EMPLOYEE WEAK POINTS:

Areas for improvement:

(Create a **detailed plan of action to improve** any areas above that were rated as a 1, 2 or 3.)

OVERALL PERFORMANCE:

Director's Score of 5: Self-evaluation score= 4.4 **Average score= 4.7**

Director's Comments: **Consistently meets all position requirements**

Performance of duties and responsibilities are satisfactory.

Tasks assigned are submitted on time, accurate and complete.

Staff member makes regular contributions, which positively affects the program.

Performance Measure Requirements

1. Falls below expected performance
Improvement is mandatory for continued employment.
2. Meets some position requirements
Improvement is mandatory for continued employment.
3. Meets most position requirements
Improvement is necessary for continued employment.

-
4. Consistently meets all position requirements
Continued professional growth is suggested for promotional considerations.
 5. Consistently exceeds all position requirements
Promotional consideration should be determined.
 6. Exceptional performance beyond all position requirements
Promotional consideration is recommended.

Example: 21 Tasks in the Job Description

- 1 X 21= 21 points (lowest score)
- 2 X 21= 42 points
- X 21= 63 points
- X 21= 84 points
- X 21= 105 points
- X 21= 126 points (highest score possible)

Scored Each of the 21 Tasks in the Job Description

- 1 2 3 4 5 6 Collecting 105 Letters of Agreement
- 1 2 3 4 5 6 20 media awareness activities are completed
- 1 2 3 4 5 6 Work to implement 3 environmental strategies
- 1 2 3 4 5 6 Recruit new coalition partners & members
- 1 2 3 4 5 6 Community Awareness through presentations
- 1 2 3 4 5 6 Obtain 500 or more Community Surveys
- 1 2 3 4 5 6 *additional tasks 7-21*

ANNUAL OBJECTIVE PERFORMANCE EVALUATION

OVERALL AVERAGE SCORE:

85 out of 126 total points possible
Your Annual Score is 67.46% (126/85 points)

Annual Bonus Tied to Score- *Up to 5% bonus.*
Salary- \$50,000 X 5%= \$2,500 (possible bonus)
Actual bonus- \$2,500 X 67.46%= \$1,690

Can't Give a Bonus? Other Areas of Staff Retention

How can you retain staff once they are contributing members of the agency?
Ask them what they want?
What is important to them?

Factors Affecting a Nonprofit's Ability to Recruit and Retain Staff

- An estimated eight out of ten (79%) nonprofits identified **salary competition** as a factor preventing them from filling job openings.
- Nearly a quarter (23%) of respondents stated that the **inability to find child care** affected recruitment and retention.
- Comments from respondents identified additional causes including **stress and burnout**.

Retrieved from <https://www.councilofnonprofits.org/tools-resources/nonprofit-workforce-shortages> August 2022

Compensation is a very important element in the retention strategy.

Compensation: Companies should value their employees for the skills and experience they possess and should be rewarded with monetary benefits.

Living Wages for Texas

1 adult with 1 child

\$33.92 X 2080 hours = **\$70,554**

1 adult with no children

\$16.79 X 2080 hours = **\$34,923**

Retrieved from <https://livingwage.mit.edu/> June 2023

Buc-ees Car Wash Attendant \$18.00

Medical Benefits * 3 Weeks Paid Time Off – Use it, Cash it, Roll it

401k: 100% Match up to 6%

The Car Wash Attendant is responsible for providing a state-of-the-art express wash and great customer service. The ideal candidate will promote a safe, clean, and friendly work environment.

Candidates must have previous customer service experience and hardworking skills in order to be considered for this role.

Buc-ees Cashier \$16.00

Medical * Dental * Vision * 3 Weeks Paid Time Off

***401k: 100% Match up to 6%**

The primary responsibility of a Cashier is to provide fast, friendly, and accurate check our services for customers. Cashiers may be required to perform a variety of duties depending on business needs, it is important to be flexible and willing to work in a team environment.

The position requirements include, but are not limited to:

- Listen to the needs of the customer and communicate clearly
- Attain mastery knowledge of P.O.S. functions
- Basic math skills
- Able to function in a fast paced work environment
- High School Diploma or GED preferred.
- Relevant Cashier experience is preferred

Buc-ees Janitorial/Cleaning & Maintenance \$18.00

Medical Benefits * 3 Weeks Paid Time Off – Use it, Cash it, Roll it * 401k: 100% Match up to 6%

The Cleaning & Maintenance Attendant is responsible for cleaning and light maintenance as directed by the Cleaning & Maintenance Manager. Candidates must be people and task oriented, self-motivated, dependable and able to work effectively and safely in a fast paced environment while maintaining customer focus with emphasis on clean, friendly and in-stock.

Retrieved from <https://buc-ees.com/careers/> 07/07/2022

Their ideal candidate...

The position requirements include, but are not limited to:

- Listen to the needs of the customer
- Communicate clearly
- Attain mastery knowledge of P.O.S. functions
- Basic math skills
- Able to function in a fast paced work environment
- High School Diploma or GED preferred.
- Relevant Cashier experience is preferred

Our Ideal Prevention Specialist candidate...

Is a motivated and self-directed professional, has a Bachelor's degree, would work flexible hours, evenings, holidays and some weekends, has a current driver's license, insurance and reliable transportation, is an excellent public speaker who can communicate well with a broad audience, able to work independently while utilizing a team approach, can maintain social media and collect data, has the ability to cultivate relationships and develop partnerships throughout the region, can facilitate curriculum based groups, alternative, recreational, cultural, and educational activities, creates and delivers community presentations face to face and virtually, promotes social-emotional learning for youth, accurately completes all program documentation, has excellent organizational skills with the ability to maintain composure and handle pressure, competent in computer software, able to promote a proactive process to address adverse childhood experiences, social determinants of health, and/or other youth, family and community risk and protective factors, provides screening and referrals, works effectively as part of a team, helping to set up others for success, provides technical assistance and participates in the local coalition, implements environmental prevention strategies, develops and update prevention plans and logic models as required for grants, participates in all contract-required prevention training, will obtain a Certification within two years and **performs all other duties as assigned.** **Our Ideal Prevention Specialist candidate salary is...**

How much does it cost to hire and train an employee?

Someone's time (and salary) to post the job, recruit, interview, hire, process, I-9, W-4, background check, payroll, insurance, building access, P&P, orientation, employee handbook, office tour, team introductions, set up a workstation, office supplies, email, shared drives, user accounts, staff badge and more- all before the 1st day....

From day one until the staff member is competent to perform the job- \$_____ (3 months?, 6-9 months?)

Amount of "training dollars" spent the 1st year?

Amount of "training dollars" spent the 2nd year?

Make sure your employees don't feel overworked and overwhelmed

If someone told you that working at Company A would reduce your life expectancy by even 1%, you'd likely take a job somewhere else. Researchers from Harvard and Stanford found that long hours decrease a person's life expectancy by roughly 20%.

Research shows that after a certain point, productivity declines for every additional hour. Moreover, employees who are stressed and overworked fall ill more frequently and make expensive mistakes. Over time it hurts employee job satisfaction and eats into a company's recruitment and retention costs as burnt-out employees leave and share their experience with other candidates.

Other costs may include Staff fatigue, Agency reputation, Funder concerns, increased workloads, and other staff departing, Program unable to achieve its goals.

Build and Maintain a Healthy Work Environment

Work Life Balance- It is one of the major deciding factors an employee considers while deciding to join a company. A healthy work-life balance leads to job satisfaction.

Employees should be encouraged to set boundaries and take vacation time. If late nights are required to complete a project, consider compensating them with additional time off.

Flexible Working Hours- Employees with flexible work hours are more commonly expected to be on the job during specific core hours of the workday. *They are given the option of choosing their start and stop timings.*

Rewards & Recognition- Employees are rewarded and recognized as a result of their hard work, which is considered one of the most motivating elements. *Everyone wants their efforts to be recognized.*

Performance Feedback- Many firms are in favor of more frequent interactions with team members. *Ask your employees about their professional aspirations, and assist them in visualizing their future with the organization.*

Training & Development- You can assist employees in identifying areas for professional progress, such as the need to learn new skills, as part of delivering performance evaluation. *As business requirements continue to expand, employees upskill to learn new talents and capabilities.*

Employee Retention- It's inevitable that some people in your team will go sooner rather than later. You can, however, make their decision a little more difficult. *And if those employees leave your company knowing they were respected and supported, they'll likely speak well of it and may even return to work for you in the future.*

Retrieved from <https://www.srvmedia.com/blog/increase-your-companys-employee-retention-with-these-excellent-6-strategies/> June 2023

Additional Supervision Training:

Virtual: Supervision of Prevention Professionals Conference

<https://preventiontrainingservices.com/wp/supervision2023/>

Face to Face: 2024 Supervision Summit. Live in New Braunfels Texas

<https://preventiontrainingservices.com/wp/summit/>

References:

<https://ctb.ku.edu/en/table-of-contents/leadership/effective-manager/staff-supervision/main>

<https://www.srvmedia.com/blog/increase-your-companys-employee-retention-with-these-excellent-6-strategies/>

<https://buc-ees.com/careers/>

<https://livingwage.mit.edu/states/48>

<https://sparkbay.com/en/culture-blog/employee-retention-stategies-2#47>

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