

## Introduction, Syllabus and General Information

### *Welcome to CLAE's Essential Skills for Hotline Supervisors Training*

Skillful supervision and management are essential ingredients of a high-quality, effective legal services delivery system. CLAE's new course – **Essential Skills for Hotline Supervisors** -- provides an introduction to the organizational systems and skills necessary to oversee and guide the work of hotline providers and staff. Read this document first to get grounded in the training design, curriculum and time commitments involved.

**Course design:** The course consists of a pre-training week during the week of **January 31** which introduces you to the online campus and to other participants and then three weeks of online activities during the weeks of **February 7, February 14** and **February 21**.

### **Learning objectives:**

- In your role as a supervisor, you will be able to:
  - Identify three primary roles of hotline supervisors and competencies and skills related to each;
  - State your strengths and weaknesses as a supervisor;
  - Recognize at least four systems necessary to support performance management of supervisees;
  - Develop a plan for strengthening your supervisory skills in selected areas;
- In the context of the four stage supervision cycle, match the development needs of supervisees with the appropriate style of supervision;
- When dealing with a supervisee, you will be able to give effective constructive feedback using observer criteria.

**Time Commitments:** We expect you to spend about 2 hours during the **Pre-Training Week** (week of January 31) and then approximately 3.5 hours per week during **Weeks One and Two** and between 4 – 5 hours during **Week Three**. Each week, there is a 60 – 90 minute group meeting (we call these **Live Link-Ups or LLUs**) conducted by telephone and a web based meeting tool called Elluminate. LLUs begin at 2:00 p.m. EST – on Tuesdays each week. It is important that you participate in the weekly LLUs; the dates for these are listed on the “course calendar” – attached with this email and available on the course site. There are also two additional **small group activities** – a paired discussion during Week Two and a practice session on providing constructive feedback during Week Three. Additional information related to these is provided in **Activities 2.4** and **3.5** on the following pages. While there is no flexibility in the scheduling of the LLUs and limited flexibility in timing of paired exercises in Week Two and the constructive feedback practice session during Week Three, other course activities are more flexible in their timing and need only be completed by the deadlines on the calendar.

Following is a list of the activities for the three weeks of online training, plus pre-training assignments. There is also a copy of this document on the course website. You reach the more detailed information about each activity by clicking on the activity name on the course home page. ***You should always read this detailed information before beginning an activity.***

If you have any questions as you proceed with any of the assignments, please call or email the course lead trainer, Ellen Hemley. We want you to have a great experience with this course and we are at your service to respond to any questions or issues that arise. Contact Ellen at 617-946-4672 x 4111 or by email at [ehemley@legalaideducation.org](mailto:ehemley@legalaideducation.org). If you run up against technical problems or challenges with the course site, please contact Jaime Roosevelt, our Office Manager and Program Coordinator, at 857-241-2029 or by email at [jroosevelt@legalaideducation.org](mailto:jroosevelt@legalaideducation.org). NOTE: All times are Eastern Daylight (EDT).

### **Pre-Training Activities to Complete During the Week of January 31, 2011:**

- **Activity 0-1: Take a tour of the course site.** You can participate more effectively in the Hotline training programs' on-line components if you take a few minutes now to learn the structure of the Supervision Skills course and CLAE's online campus. We ask that you login and look around as soon as you can to get oriented on your own, then join us on **Tuesday, February 1** beginning at 2:00 p.m. for a live web-based meeting during which we will give you a guided tour of the online campus and answer any questions you have after trying to work with the site on your own. Read this Syllabus, review the online calendar and then go to the course site and roam around. Get familiar with what the site looks like and where the course materials are. Follow the links on the course home page. You can refer to the two webpage tour documents included with the materials sent to you to get you started. You can contact Jaime at the number and email address above at any time for guidance. Due by 12 p.m. on Tuesday, February 1. (30' - 60')
- **Activity 0-2: Participate in Pre-Training LLU:** Review the Elluminate quick reference sheet that is available from the website and provided with these materials. Keep this handy for our Live Link Ups. Then attend the pre-training LLU on **Tuesday, February 1** from 2:00 – 3:00 p.m. During this time, we'll be introducing ourselves, learning more about the structure of the course and how to participate in the weekly LLUs. (60' – 90')
- **Activity 0-3: Introduce yourself as a supervisor.** Post a message in the hotline supervisor discussion forum and introduce yourself to other participants. The discussion questions are listed on the site. Post your introduction by 8 p.m. on Wednesday, February 2; then reply to at least one other participant's post by 8 p.m. on Thursday, February 3. (30')
- **Activity 0-4: Sign up for Week Two Paired Exercise** (see Activity 2.4) **and Week Three Constructive Feedback Practice** (see Activity 3.4). Go to the sign-up sheets for Activities 2.4 and 3.4 and choose from available timeslots for those activities. Due Friday, February 4 at 5 p.m.

### **Week One: February 7 – 11, 2011 (3.5 hours)**

During this first week, we will review key roles that hotline supervisors perform as well as knowledge, skills and attitudes necessary to fulfill these. We will also explore essential components of effective supervision and management systems and best practices related to each.

- **Activity 1-1: Review materials related to Roles of Hotline Program Supervisors, complete the self-assessment and respond to discussion questions.** Begin by reviewing materials on supervisor roles. Next complete the self-assessment which will provide a benchmark against which to assess your progress in strengthening your knowledge and skills as a supervisor. At the end of the course, we'll ask that you review your responses to the initial self-assessment and note areas in which your knowledge & skills have been strengthened. After you've reviewed materials and completed the self-assessment, go to the hotline supervisor discussion forum and respond to questions outlined there. Initial post due by 8 p.m. on Monday, February 7. Then respond to at least one other person's post. Due by 8 p.m. on Tuesday, February 8. (30')
- **Activity 1-2: Prepare for and participate in the Week One Live Link Up (90').** During this LLU, we will review supervisor roles in more detail and then explore various systems that support effective supervision. In advance of the LLU, you can download and print powerpoint slides to which we'll be referring. (Tuesday, February 8, from 2:00 – 3:30 p.m.)
- **Activity 1-3: Review and discuss systems that support effective supervision.** Review materials outlining suggested organizational systems that support effective supervision. Next, go to the hotline supervisor discussion forum and respond to questions outlined there. Post your initial response to these questions by Wednesday, February 9; then respond to one other participant's post by Thursday, February 10.
- **Activity 1-4: Complete Week One evaluation.** Timely participant feedback ensures that CLAE courses are optimally relevant and useful. Please click on the link to the Week One evaluation and complete by 8 p.m. on Friday, February 11.

### **Week Two: February 14 – 21, 2011 (3.5 hours)**

The process of providing and receiving supervision is not linear -- with a discreet beginning, middle and end. Within an ongoing supervisory relationship, supervisor and supervisee may move back and forth between four stages -- from assessment and ongoing work supervision, for example, back to relationship building and performance review. During Week Two, we will explore stages of the supervisory relationship with a particular focus on skills needed to establish the supervisory relationship and assess and then respond to individual supervisee's professional development needs.

- **Activity 2-1: Review and discuss materials on Stages in the Supervisory Relationship.** First, review materials on stages in the supervisory relationship. Then go to the hotline supervisor discussion forum and respond to questions listed there. Post your initial comments to the

discussion forum by 8 p.m. on Monday, February 14; respond to at least one other participant's post by 8 p.m. on Tuesday, February 15.

- **Activity 2-2: Prepare for & Participate in Week Two Live Link-Up.** During the Week Two LLU, we will review stages in the supervisory relationship in more detail and then introduce Situational Leadership, a framework for tailoring supervisory approaches based on specific supervisee needs and competencies. Again, powerpoint slides are available and we suggest downloading and printing these in advance of the LLU. Join the Week Two LLU on Tuesday, February 15 beginning at 2:00 p.m.
- **Activity 2-3: Complete the situational leadership worksheet.** In this activity, you will have the opportunity to apply the situational leadership framework to two individuals whom you supervise. Once you have completed the worksheet, upload it to the course site so that you can review with others in your discussion group during Activity 2-4. Complete and upload the worksheet by 12 p.m. on Wednesday, February 16.
- **Activity 2.4: Participate in paired discussion to review worksheet.** Participants will meet by conference call with their assigned partner(s). See sign-up instructions in Activity 0-4. The purpose of this small group is to allow participants to work with others to share information and problem-solve about how to most effectively respond to individual supervisee needs. Pairs sign up for preferred timeslots listed below:
  - Wed. Feb 18 - 11:30 - 12:30 \_\_\_\_\_
  - Wed. Feb 18 - 12:30 - 1:30 \_\_\_\_\_
  - Wed. Feb 18 - 1:30 - 2:30 \_\_\_\_\_
  - Thurs. Feb 19 - 11:30 - 12:30 \_\_\_\_\_
  - Thurs. Feb 19 - 1:30 - 2:30 \_\_\_\_\_
- **Activity 2.5: Reflect on insights gained through Week Two activities.** Go to the hotline supervisor discussion forum and respond to questions outlined there. Due by 8 p.m. on Friday, February 18.
- **Activity 2.6: Complete Week Two evaluation.** Please click on the link to the Week Two evaluation and complete by 8 p.m. on Monday, February 21.

**Week Three: February 21 – 25, 2011 (4 - 5 hours)**

- **Activity 3-1: Review materials on constructive feedback; review & provide comments on 1<sup>st</sup> constructive feedback demo.** Download and review materials on constructive feedback posted on the course site. Then click on the YouTube video link and watch an initial constructive feedback demo. As you watch, use the attached worksheet to record your observations. What is effective in how the supervisor provides feedback? What is not effective? When you are done, go to the “constructive feedback demo1 wiki” and record your comments there. Due by 8 p.m. on Monday, February 21.

- **Activity 3-2: Prepare for and participate in Week Three LLU.** During this LLU, we will review best practices for providing constructive feedback. You can download powerpoint slides that we'll be referring to during the LLU. Join the Week Three LLU on Tuesday, February 22, beginning at 2:00 p.m.
- **Activity 3-3: Review and comment on second constructive feedback demo.** Review the second constructive feedback demo noting which feedback the supervisor uses and how he does in providing feedback to the supervisee. Then, post your comments to the "constructive feedback demo2 wiki". Due by 8 p.m. on Tuesday, February 22.
- **Activity 3-4: Prepare for and practice providing constructive feedback.** You will be conducting this exercise in a "fishbowl" setting, via conference call, with 2 other course participants. Working from prepared case-studies, each participant will have an opportunity to act as "supervisor" and practice providing constructive feedback to a "supervisee". The third member of your triad will serve as observer and take notes on your interaction. You will choose one 75' slot from any of the following options:
  - Wed. Feb 23: 11:00 – 12:15 \_\_\_\_\_
  - Wed. Feb 23: 1:30 – 2:45 \_\_\_\_\_
  - Thurs. Feb 24: 11:00 –12:15 \_\_\_\_\_
  - Thurs. Feb 24: 1:30 – 2:45 \_\_\_\_\_
- **Activity 3-5: Develop professional development plan and post final reflections.** Reflecting back on your initial self-assessment and what you have learned during the three week course, identify two or three goals and associated activities to further strengthen your skills as a supervisor. Then go to the "hotline supervisor discussion forum" and post a final reflection on your experience during the course. Due Friday, February 25 at 5 p.m.
- **Activity 3-6: Complete Week Three Evaluation.** Please click on the link to the Week Three evaluation and complete by 8 p.m. on Monday, February 28.