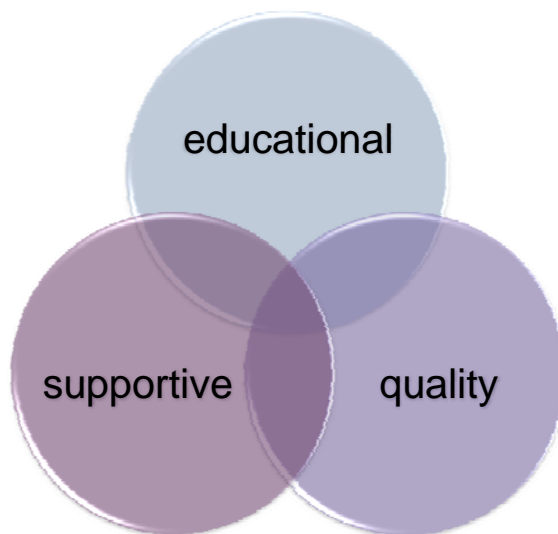


# Supervision & Management Skills Training

- Supervision Systems



## Components of Supervision & Management



## Supervision systems focus on . . .

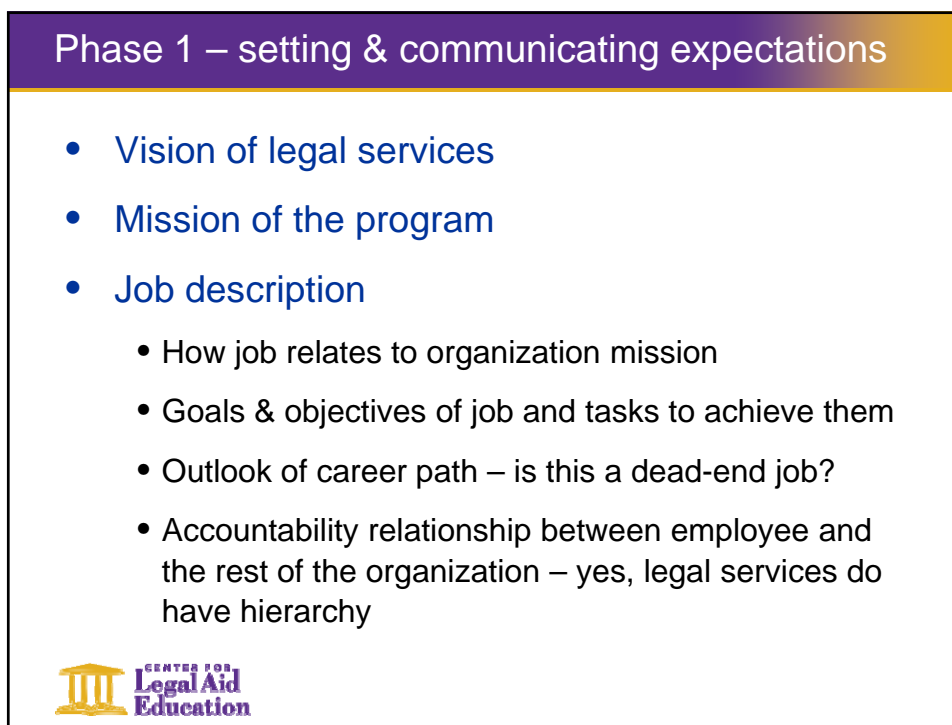
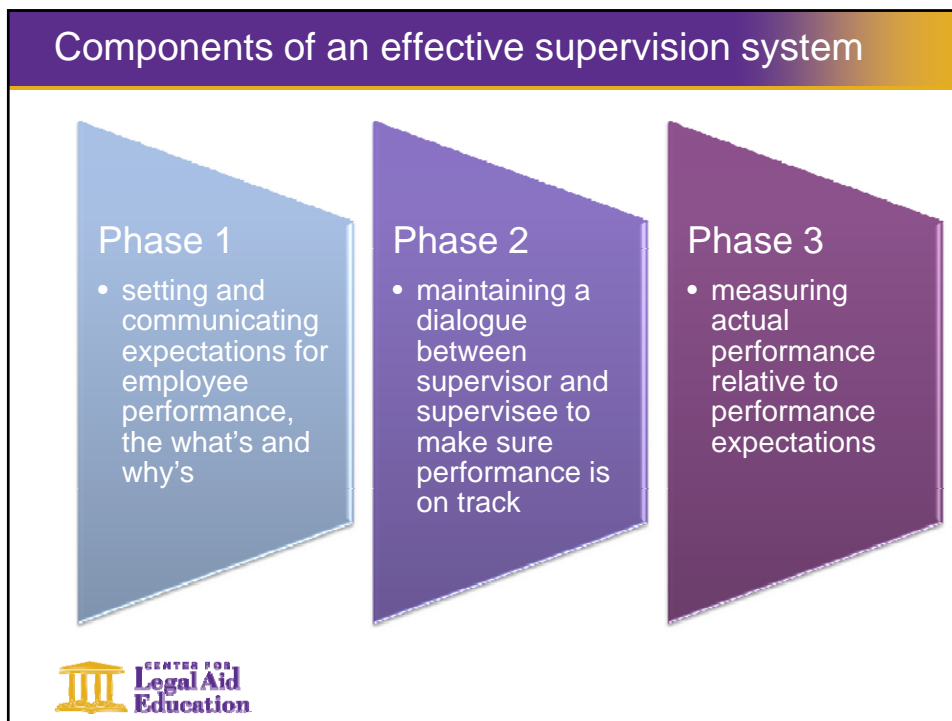
- Clear organizational structure
  - Who does what and why
  - Where the bucks stop
  - Who says what is a good job
- Enabling workers to do their job well
- Organization structure
- Clarity of roles
- Distribution of resources



## Why are we talking about this?

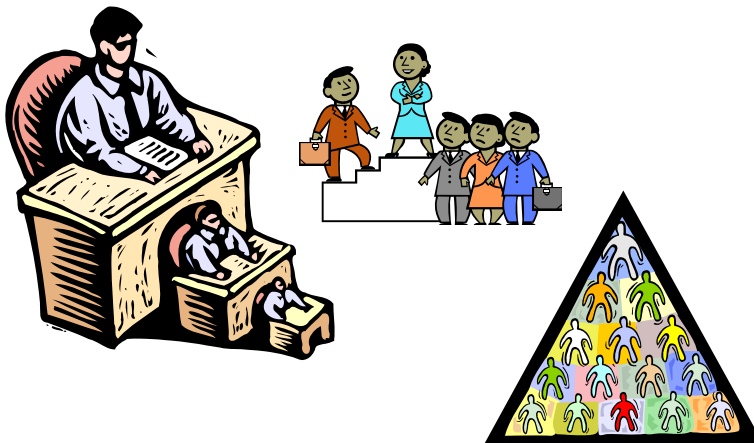
- ABA Standards
- 6.2 – assignment and management of cases – what is the standard you use to assign cases?
- 6.3 – responsibility for the conduct of representation – what procedures you have in place to ensure clients are competently represented?
- 6.4 – review of representation – training and professional development of staff to ensure clients have the highest quality of legal representation





## Phase 1 – setting & communicating expectations

- Accountability relationship



## Phase 1 – setting & communicating expectations

- Performance standards = objective criteria to measure one's performance.
- General performance standards
  - ABA standards
  - LSC performance criteria
  - Professional Code of Ethics



## Phase 1 – setting & communicating expectations

- Program/unit specific



## Phase 1 – setting & communicating expectations

- Professional development plans
  - Caseload expectation adjusted to years of experience
  - Training and supervision needs and methods
  - Supervision
  - Co-counseling arrangement
  - Leadership development



## Phase 2: ongoing dialogue

- Organization-wide supervision policy

***Does your organization have a supervision policy?***



## Phase 2: regular check-ins

- Macro supervision policy
  - Goals of supervision
  - Overview of the chain of command
  - Regularity of supervision
  - Case-handling guidelines
    - *Intake – standards for responding*
    - *File maintenance protocol – where and how files are kept*
    - *Case file organizing protocol – what should be in it*



## Phase 2: regular check-in

- Supervision practice at the unit level – how do you as supervisor/manager approach supervision within the organization’s framework?
  - How often do you meet
  - How do you provide substantive supervision
  - How do you provide feedback
  - How do you respond to emergency needs
  - How do you review performance regularly
  - How do you identify mentor needs and match-make



## Phase 2: regular check-in



- Work plan
  - Steps to accomplish tasks within a period
  - Resources needed to accomplish task
  - The end product

Work Plan of: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Time Period: \_\_\_\_\_

| Percent of time | Activity or objective(s) |
|-----------------|--------------------------|
|                 |                          |
|                 |                          |
|                 |                          |
|                 |                          |
|                 |                          |

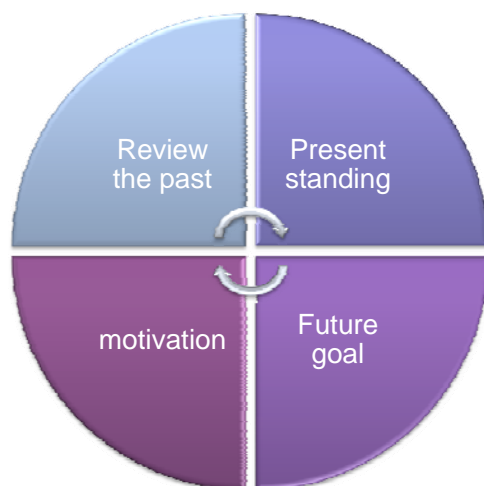


## Phase 2: regular check-in

- Professional development plan
  - Generated at the end or last review period
  - Identify areas of development
  - Action plan
  - Criteria to measure success
  - Professional aspirations



## Phase 3: performance review



| Systems checklist             |   |                   |
|-------------------------------|---|-------------------|
| System                        | Components                                | Organization has? |
| <b>Performance Management</b> | Job descriptions                          |                   |
|                               | Accountability relationships              |                   |
|                               | General job-related performance standards |                   |
|                               | Developmental job-related standards       |                   |
|                               | Supervision policy                        |                   |
|                               | Performance review policy                 |                   |
|                               | Professional development plan             |                   |
|                               | Annual goals and action plan              |                   |

