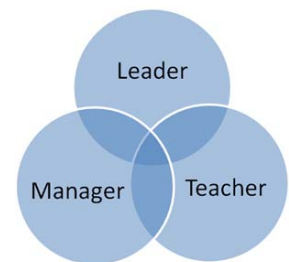


Three Dimensions of Legal Services Supervision:

CLAE's Supervision Skills training is organized across three dimensions that reflect the primary roles that legal aid supervisors fulfill -- as teachers, managers and leaders -- in overseeing and guiding the work of individual staff and teams. The training includes a range of discrete modules that address each of these three dimensions as well as several additional areas -- including those related to cultural competence and working effectively across differences. Each of the three supervisory roles are outlined below and individual sessions related to these are described on the following pages.

- a) Within the **teaching/coaching** dimension, supervisors are responsible for facilitating supervisees' development of knowledge, skills and attitudes necessary to fulfill their legal services roles and responsibilities; within this dimension, supervisors are called upon to:
 - i) Assess supervisee's competency with regard to relevant substantive areas and advocacy/other skills and facilitate learning and development of these as necessary to provide effective legal service to clients;
 - ii) Provide constructive feedback;
 - iii) Help staff develop professional development goals and work plans.
- b) Within the **leadership** dimension, supervisors are responsible for inspiring and motivating supervisees to carry out work in service to legal services mission; within this dimension, supervisors are called upon to:
 - i) Communicate the unit and organization's values, vision and mission;
 - ii) Inspire supervisee commitment to the organization's purpose;
 - iii) Provide opportunities for collaboration on cases and projects;
 - iv) Help supervisees develop strategies for achieving successful outcomes for clients.
- c) Within the **management** dimension, supervisors are responsible for directing, monitoring and evaluating supervisee's work; within this dimension, supervisors are called upon to:
 - i) Communicate performance expectations and standards of practice;
 - ii) Ensure that supervisees have skills necessary to fulfill particular tasks or projects;



- iii) Develop and/or utilize measurable standards for use in evaluating supervisee performance;
- iv) Evaluate and monitor quality of legal work through regular supervision sessions and formal performance appraisals;
- v) Assess supervisees' performance and identify actions needed to support and strengthen it;
- vi) Evaluate and monitor quantity of case work and intervene if case-handler has too much or too little work; and,
- vii) Monitor progress and accountability.