

## **Supervising for Quality & Impact (SQI) (Online)**

### **Introduction, Syllabus & General Information**

**July 2021**

Skillful supervision and management are essential ingredients of a high-quality, effective legal aid delivery system. The importance of these functions is reinforced by ABA standards of practice and LSC performance criteria. To build stronger and more effective organizations, legal aid and public interest law providers must institute supervision and management systems that encourage innovation, nurture talents, support diversity and reward hard work. *Supervising for Quality and Impact* provides an introduction to the skills and organization systems necessary to guide the work of legal aid providers and staff.

#### **Course Structure (all activities are online):**

- In the Intro Week, participants attend one webinar (45') and complete a number of self-paced activities (1.25 hours) via the course site. Activities include completing: an intro survey, reading assignments, one scenario and introductions.
- In Weeks 1 - 4, participants attend webinars and small group sessions (all online) where they have opportunities to apply new knowledge to scenarios, share challenges with faculty, and practice specific skills via role plays in the areas of delegation and constructive feedback. Participants also complete weekly between-session assignments.

#### **Learning objectives:** In your role as supervisor, you will be able to:

- Identify three primary roles of supervisors and incorporate them into your supervision;
- Recognize how you can supervise effectively with the systems that exist/do not exist at your organization;
- Match the development needs of supervisees with the appropriate style of supervision;
- Give effective constructive feedback using a process and exploratory language;
- Delegate effectively using a checklist;
- Utilize effective tools to supervise successfully across differences in power and identity.
- Develop a plan for strengthening your supervisory skills in selected areas

**Time Commitments:** This training involves a significant time commitment. Since the training takes place over a month (see table below for details), it is essential that you clear your schedule for the times outlined below so you can participate in all activities. This is particularly important since many of the activities involve small groups and paired exercises that require involvement of all participants. **NOTE: All times are Eastern (ET); All activities are online.**

Prep Week June 28 – July 2	Week 1 Tuesday, July 6 <sup>th</sup>	Week 2 Tuesday, July 13 <sup>th</sup>	Week 3 Tuesday, July 20 <sup>th</sup>	Week 4 Tuesday, July 27 <sup>th</sup>
<b>2 hours</b>	<b>4 hours</b> 12:30-4:30 ET	<b>4 hours</b> 12:30-4:30 ET	<b>4 hours</b> 12:30-4:30 ET	<b>4 hours</b> 12:30-4:30 ET
Intro Webinar – Tues, June 29 <sup>th</sup> (1:00-1:45 ET)	Large & Small Group Sessions	Large & Small Group Sessions	Large & Small Group Sessions	Large & Small Group Sessions
Self-paced activities (1.25 h)				

**Overview of Activities:** Following is an overview of course activities. You will find detailed information about each activity on the course site. *You should always read the detailed information on the course site before beginning an activity.*

If you have any questions with the assignments or course site, please email: [coursehelp@povertylaw.org](mailto:coursehelp@povertylaw.org)

Our goal is that you have a great experience with this course.

**PREP WEEK: June 28 – July 2, 2021**  
*All times Eastern (ET); All Activities online.*

Schedule	Description	Time
On your own	<b>Activities</b> <ul style="list-style-type: none"> <li>• Prep computer for live sessions (5')</li> <li>• Attend Intro Webinar on Tuesday, June 29<sup>th</sup> (45')</li> <li>• Complete Intro survey (10')</li> <li>• Post introduction to discussion form (15')</li> <li>• Watch one scenario and complete worksheet (20')</li> <li>• Complete readings and Self-Assessment (20')</li> </ul>	2 hours

### WEEK 1 LIVE SESSIONS: July 6, 2021

*All times Eastern (ET); All Activities online.*

Schedule	Description	Time
12:30 – 4:30	<b>Sessions</b> <ul style="list-style-type: none"><li>• <b>Supervisory Ecosystem and Three Roles</b> – Introduces the organizational ecosystem – policies and practices, funding deliverables, staff demographics, and more -- within which supervision is carried out. Within this ecosystem, the supervisor fulfills three core roles in areas of support, education, and quality/effectiveness and utilizes a range of tools that build and support the capacity of those they supervise to fulfill their roles.</li><li>• <b>Supervising Across Differences</b> – Examines the importance of supervision in building and sustaining a diverse workforce and introduces specific practices for mitigating identity anxiety and stereotype threat within the supervisory relationship.</li></ul>	4 hours

### WEEK 2 LIVE SESSIONS: July 13, 2021

*All times Eastern (ET); All Activities online.*

Schedule	Description	Time
12:30 – 4:30	<b>Sessions</b> <ul style="list-style-type: none"><li>• <b>Team Check In</b> – Participants meet with their designated team and compare notes on their individual progress with the ‘Put It Into Practice’ tasks, weekly exercises where participants apply what they’ve learned to work situations.</li><li>• <b>Stages and Situational Supervision</b> – Explores the four stages of the supervisory cycle: relationship building, assessment, ongoing work supervision, and performance review. Includes an examination of the four styles of supervision. A focus on adapting supervision styles to readiness levels, e.g. determining where supervisee is in relation to task at hand and using style appropriate for that situation.</li><li>• <b>Delegation</b> – Provides an introduction to the practice of delegation including the challenges, opportunities and consequence of poor delegation. Also presents and models use of a ‘Delegation Checklist,’ which provides a framework for successfully delegating assignments. Using the ‘Delegation Checklist’, participants practice giving and receiving delegation.</li></ul>	4 hours

### WEEK 3 LIVE SESSIONS: July 20, 2021

*All times Eastern (ET); All Activities online.*

Schedule	Description	Time
12:30 – 4:30	<b>Sessions</b> <ul style="list-style-type: none"><li>• <b>Team Check In</b> – Participants meet with their designated team and compare notes on their individual progress with the ‘Put It Into Practice’ tasks, weekly exercises where participants apply what they’ve learned to work situations.</li><li>• <b>Motivation &amp; Burnout</b> – Examines factors that impact motivation and burnout such as organizational culture, compassion fatigue, and vicarious trauma. Provides a number of strategies to address these factors.</li><li>• <b>Constructive Feedback</b> – Introduces best practices related to constructive feedback - the process of sharing information with another person for the purpose of reinforcing or changing his/her behavior. Provides opportunities to apply constructive feedback best practices to prepared case scenarios in small groups</li></ul>	4 hours

### WEEK 4 LIVE SESSIONS: July 27, 2021

*All times Eastern (ET); All Activities online.*

Schedule	Description	Time
12:30 – 4:30	<b>Sessions</b> <ul style="list-style-type: none"><li>• <b>Team Check In</b> – Participants meet with their designated team and compare notes on their individual progress with the ‘Put It Into Practice’ tasks, weekly exercises where participants apply what they’ve learned to work situations.</li><li>• <b>Faculty Panel/Open Forum</b> – Three brief presentations followed by faculty-facilitated small groups. Topics: Organizational Alignment, Challenging Supervisory Situations, Motivation &amp; Burnout.</li></ul>	4 hours