

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

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

**January – February 2022**

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 (SQI)* introduces the skills and organization systems necessary to guide the work of legal aid providers and staff.

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

- In Week 1, participants attend one webinar (1 hr.) and complete several self-paced activities (1-1.25 hours) via the course site. Activities include completing: an intro survey, reading assignments, scenarios, and introductions.
- In Weeks 2 - 5, 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.

#### **Course Goals: In your role as supervisor, you will be able to:**

- Describe your organization's supervisory context and be able to suggest new or revised procedures & systems.
- Identify three primary roles of supervisors and incorporate them into your supervision.
- Recognize how you can supervise effectively 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.
- Identify dynamics of working across difference and utilize interventions to mitigate bias, identity anxiety and stereotype threat in the supervisory relationship
- 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 five weeks (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.

Week 1 January 17-21	Week 2 January 24 -28	Week 3 Jan 31 – Feb 4	Week 4 February 7-11	Week 5 February 14-18
2.25 hours	5 hours	5 hours	5 hours	5 hours
Week 1 Webinar – Tues, Jan 18 (1:00-2:00 ET)	Large & Small Group Sessions Tues, Jan 25 (12:30-4:30 ET)	Large & Small Group Sessions Tues, Feb 1 (12:30-4:30 ET)	Large & Small Group Sessions Tues, Feb 8 (12:30-4:30 ET)	Large & Small Group Sessions Tues, Feb 15 (12:30-4:30 ET)
Self-paced activities (1-1.25 h)	Practice tasks (30-60 mins)	Practice tasks (30-60 mins)	Practice tasks (30-60 mins)	Practice tasks (30-60 mins)

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

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.

### WEEK 1: January 17 – January 21, 2022

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

Schedule	Description	Time
LIVE SESSION  Tues, Jan 18 <sup>th</sup> (1:00 – 2:00 ET)	<ul style="list-style-type: none"> <li>• Overview of course structure</li> <li>• Introduction to Supervisory Ecosystem</li> <li>• Introduction to skills covered in course</li> <li>• Getting to know each other</li> </ul>	1 hour

Schedule	Description	Time
ON YOUR OWN	<ul style="list-style-type: none"> <li>• Complete Intro survey (10')</li> <li>• Post introduction to discussion form (15')</li> <li>• Watch scenarios and complete worksheets (30')</li> <li>• Complete Self-Assessment (5')</li> </ul>	1+ hour

**WEEK 2: January 24 – 28, 2022**

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

Schedule	Description	Time
LIVE SESSIONS  Tues, Jan 25th (12:30 – 4:30 ET)	<ul style="list-style-type: none"> <li>• <b>SESSION 1: 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: support, quality/effectiveness, and education. Followed by faculty-facilitated small group.</li> <li>• <b>SESSION 2: Stages vis-a-vis Difference:</b> Examines the importance of supervision in building and sustaining a diverse workforce by looking at four stages of the supervisory cycle: relationship building, assessment, ongoing work supervision, and performance review. It also explores how unconscious bias, identity anxiety &amp; stereotype threat can surface within each of these stages and introduces specific practices for recognizing and mitigating these. Followed by faculty-facilitated small group.</li> </ul>	4 hours
ON YOUR OWN	<ul style="list-style-type: none"> <li>• Put It Into Practice Exercises</li> </ul>	30–60 mins

**WEEK 3: January 31 – February 4, 2022**

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

Schedule	Description	Time
LIVE SESSIONS  Tues, Feb 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• <b>Action Learning Teams –</b> Participants meet with their designated team and compare notes on their individual progress with the 'Put It Into Practice' tasks, weekly</li> </ul>	4 hours

Schedule	Description	Time
(12:30 – 4:30 ET)	<p>exercises where participants apply what they've learned to work situations.</p> <ul style="list-style-type: none"> <li>• <b>SESSION 3: Situational Supervision</b> – Introduces four styles of supervision – directive, coaching, supporting and delegating with a focus on adapting supervision styles to supervisees' readiness levels, e.g., determining where supervisee is in relation to task at hand and using supervisory style appropriate for that situation.</li> <li>• <b>SESSION 4: Delegation</b> – Introduces the practice of delegation including the challenges, opportunities and consequence of poor delegation. Also presents a 'Delegation Checklist,' which provides a framework for successfully delegating assignments. Followed by delegation practice in small groups.</li> </ul>	
ON YOUR OWN	<ul style="list-style-type: none"> <li>• Put It Into Practice Exercises</li> </ul>	30-60 mins

#### WEEK 4: February 7 – 11, 2022

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

Schedule	Description	Time
<p>LIVE SESSIONS</p> <p>Tues, Feb 8<sup>th</sup> (12:30 – 4:30 ET)</p>	<ul style="list-style-type: none"> <li>• <b>SESSION 5: Motivation &amp; Burnout</b> – Examines factors that impact motivation and burnout such as organizational culture, compassion fatigue, and vicarious trauma. Provides several strategies to address these factors.</li> <li>• <b>Action Learning Teams</b> – Participants meet with their designated team and discuss challenges and potential solutions with motivation and burnout.</li> <li>• <b>SESSION 6: 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. Followed by</li> </ul>	4 hours

Schedule	Description	Time
	constructive feedback practice in small groups.	
ON YOUR OWN	<ul style="list-style-type: none"> <li>Put It Into Practice Exercises</li> </ul>	30-60 mins

**WEEK 5: February 14 – 18, 2022**

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

Schedule	Description	Time
<p>LIVE SESSIONS</p> <p>Tues, Feb 15<sup>th</sup> (12:30 – 4:30 ET)</p>	<ul style="list-style-type: none"> <li><b>Action Learning Teams</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>SESSION 7: Faculty Panel/Open Forum:</b> Review of Weeks 1-4 and how to apply skills to remote supervision.</li> <li>Faculty-facilitated small groups providing opportunities for participants to receive and provide peer support on approaching specific supervisory challenges back home.</li> </ul>	4 hours