

A Service of the Children's Bureau, a Member of the T/TA Network

NCWWI National Webinar Series: Recruitment, Screening & Selection Session

Improving Supervision by Collaboration, Transparency & Accountability: The Impact of Missouri's Supervision Advisory Committee

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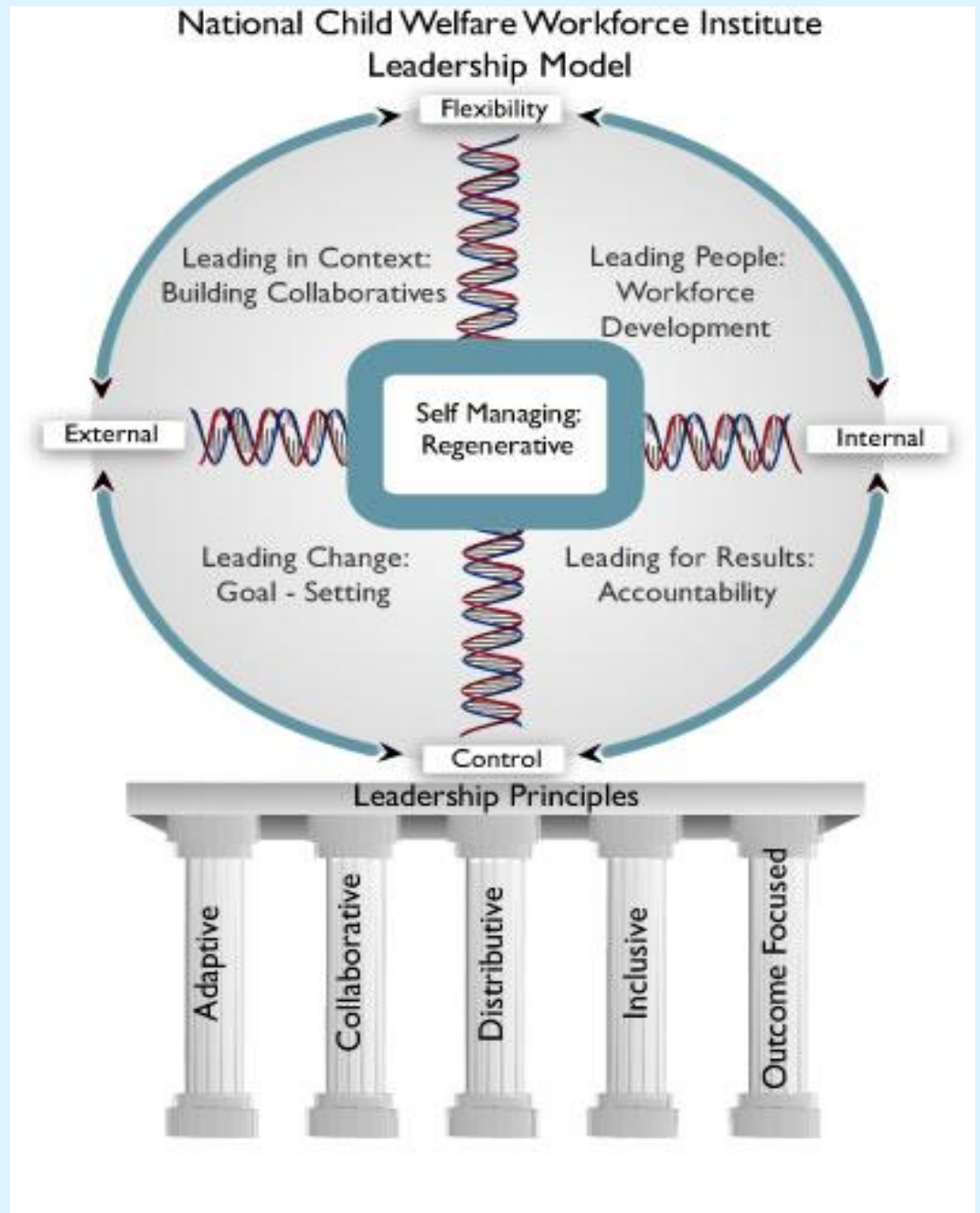
Nancy McDaniel, University of Denver, Butler Institute for Families

Wednesday, March 21, 2012

Session Agenda

- Brief Technology Orientation
- Introduction to the NCWWI Leadership Framework & Today's Presentation
- Presentation on Missouri DSS Children's Division's Supervision Advisory Committee
- Application of the NCWWI Leadership Framework to Workforce Change Initiative
- Questions & Discussion
- Continuing the Conversation & Closing

Introduction



Missouri Structure & Demographics

- State administered
- Circuit & regional structure
- Combination of rural & metro areas
- Population of more than 6 million
- Centralized Child Abuse & Neglect Reporting System

Missouri Demographics

- FY11 served 15,738 children in foster care (*4.3 entries per 1000 children*)
- FY11 served 10,038 intact families
- 30% privatized foster care case management
- 1,298 frontline public agency workers
- 236 frontline public agency supervisors

Initiative Background

1. Supervisors identified as key to moving practice forward
2. “Support supervisors” noted as a divisional strategy
3. Technical assistance provided by NRCOI/NRCDT
4. Workgroup formed
5. Supervision defined
6. Strategic plan created/implemented

Initiative Overview

- Workgroup became Supervision Advisory Committee (SAC)
- Purpose/Goals
 - Support supervisors
 - Enhance supervision
 - Advise leadership on supervision needs
- SAC participants
 - 2 supervisors from each sub-region; selected by regional directors; outstanding performers

Initiative Overview

- SAC elects leader(s) and scribe
- Each member serves 2-year term
 - Annual 2-day meeting to transfer learning to incoming members
 - Binders exchanged
- 3 non-supervisor members
 - QA Manager
 - CFSR Lead
 - Training Manager

Initiative Overview

■ Pre-Meeting

- Conference calls, set agenda, logistics, etc.

■ Meeting

- Agenda developed in advance; topics identified
- Review of strategic plan/progress recorded
- Recommendations sent to Director

■ Follow-up

- Written recommendations follow/Director response
- Minutes/agendas posted to agency Intranet

Five Elements of the Strategic Plan

1. Action Steps
2. Tasks/Time Frames
3. Benchmarks
4. Completion Date (Action Step)
5. Persons/Groups Responsible

Strategic Plan Components

Strategies in Four Overarching Areas

1. Supervisor Training
2. Supervisor Support
3. Casework Practice
4. Management/Administrative
Supervision/Communication/Community

Strategic Plan Successes & Continued Work

Green= completed **Orange**= in progress **Red**= no progress

- **Supervisor Case Review process**
- **Define role of supervisors in Family Support Team process**
- **Timely notification of local budgets**
- **Improve access to legal consultation**
- **Monitor Supervisory Strategic Plan**
- **Consistent expectations, job description and performance appraisals**
- **Consistent methodology for counting caseloads**
- **Universal supervisor to worker ratio (1:7)**
- **Consistent corrective discipline**
- **Improve communication within the division and in the field**
- **Clarify roles regarding community interaction**
- **Develop local plan for community involvement and education**
- **Increase worker retention**

Strategic Plan Successes & Continued Work

Green= completed **Orange**= in progress **Red**= no progress

- **New sequence for training for policy and practice changes**
- **Administrative supervision training**
- **Clinical supervision training**
- **Training on using data in supervision**
- **Statewide Supervision conference**
- **Supervision of supervisors**
- **Continuous development of clinical, administrative and data use skills in supervision – Learning Labs**
- **Reduction of non-supervisory tasks – Redaction Unit**
- **Support supervisor educational advancement**
- **Career ladder for workers and supervisors**
- **Supervisor compensation**

Measuring Impact

- Survey of Employee Engagement (SEE) scores increased on “supervision effectiveness” for supervisors and workers in 2006, 2007 and 2008 (2005 group formed and plan implemented in 2006)
- “Team effectiveness” SEE scores increased
- “Job satisfaction” SEE scores increased
- No impact on supervisory retention rates

Measuring Impact

Renner, L.M., Porter, R.L., & Preister, S. (2009). Improving the retention of child welfare workers by strengthening skills and increasing support for supervisors. *Child Welfare, 88(5), 109-127.*

Porter, R.L., Renner, L.M., & Preister, S. Impacting child welfare practice through supervision: Using innovation to enhance effectiveness.

This paper won the 2010 Albert E. Trieschman Award in the Child Welfare League of America/Walker Trieschman Workforce Competition for detailing practice procedures with 'exemplary innovation in workforce development with particular emphasis on the development and support of front-line child welfare workers.' More information is available at:

<http://www.cwla.org/awards/workforcecompetition.htm>

Accelerators

1. Annual two day meeting
2. Posting on agency Intranet
3. Creating a “safe” environment
4. Providing binders for members
5. Central Office assistance/logistics
6. Direct access to agency administration

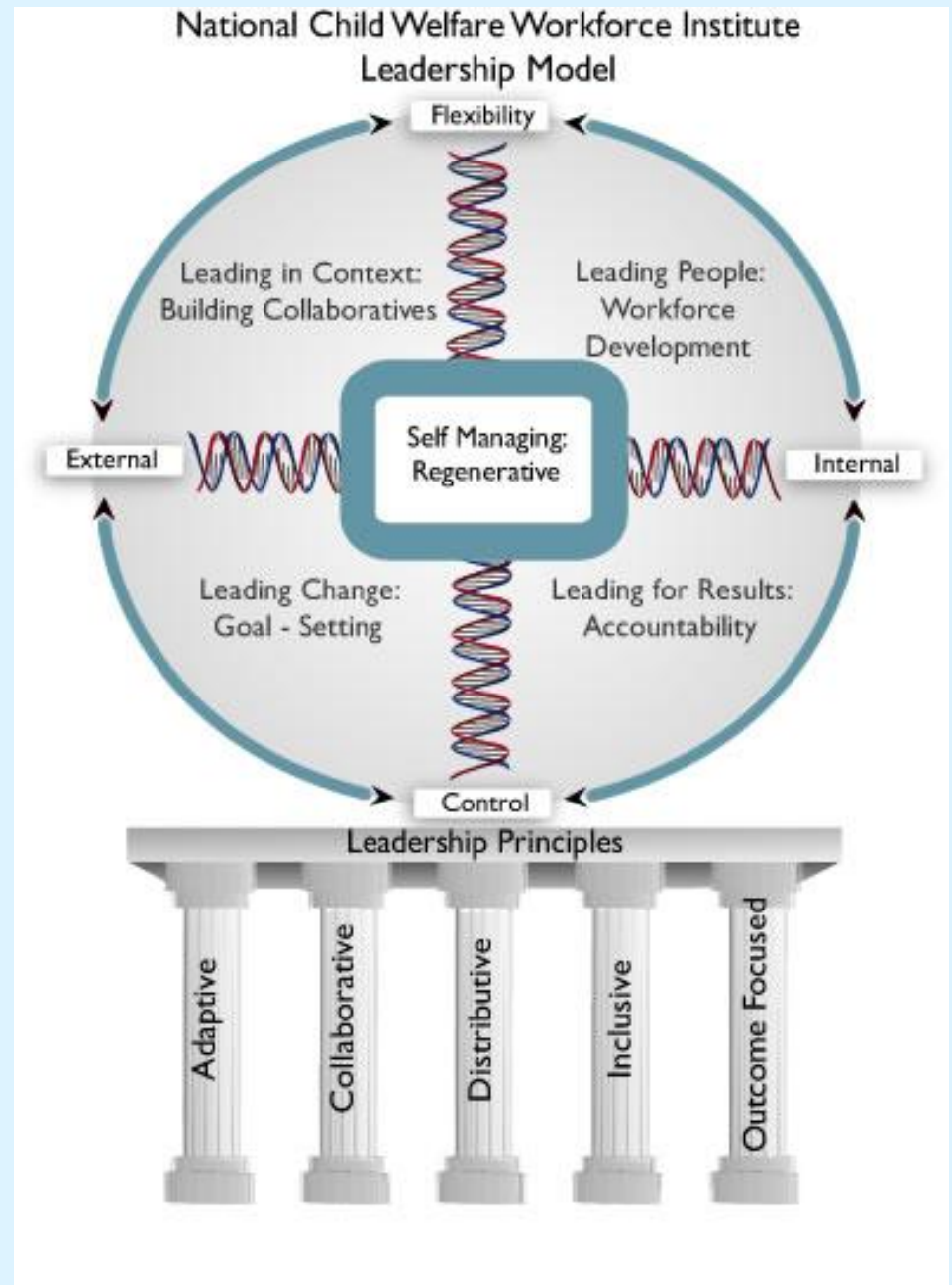
Decelerators

1. Supervisor turnover (due to promotion or leaving the agency) causes constant review of purpose/history
2. Leadership skill influences level of participation

Lessons Learned & Tips for Other Agencies

1. Begin with assessment by supervisors to identify issues
2. Make sure your team is the “best of the best”
3. Create a “safe” environment
4. *Document, Document, Document*
5. Have buy-in at all levels (top down)
6. Need Director/Director designee for face-to-face discussions
7. Develop charter to create continuity when team and leadership changes (guide)

Applying the NCWWI Leadership Model to this Workforce Change Initiative

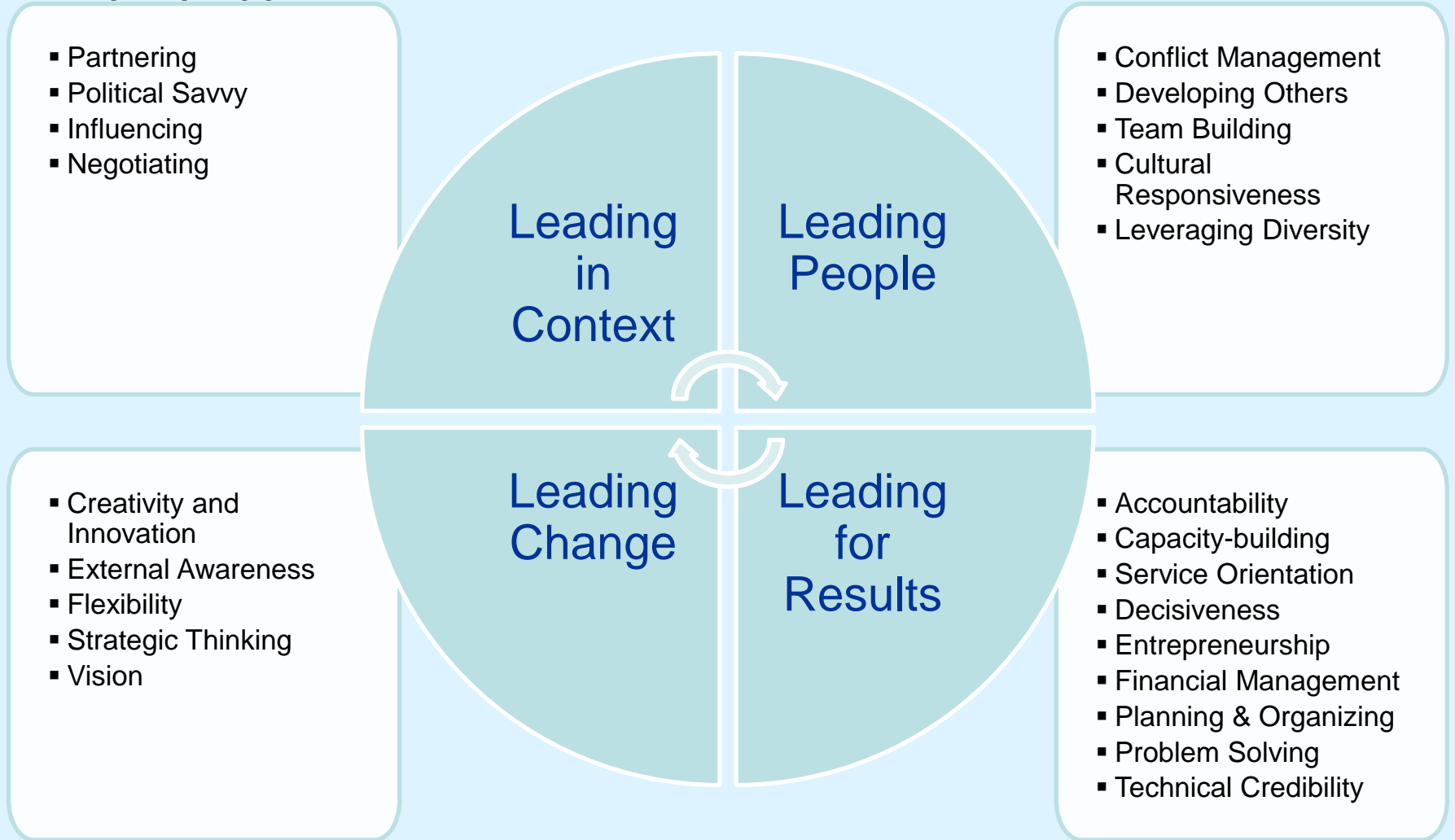


Applying Leadership Model to this Workforce Change Initiative

Fundamental competencies include continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership, socially responsible

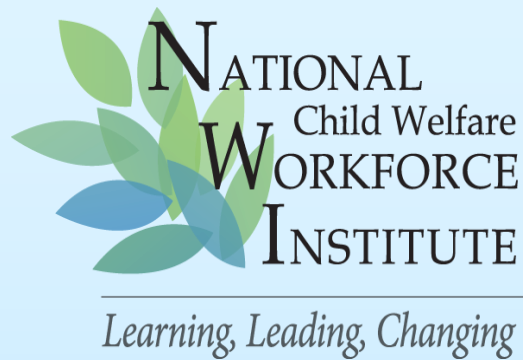


What leadership competencies & skills have supported the Initiative's success?



Continuing the Conversation

1. Visit www.ncwwi.org/eventsopportunities.html for the webinar **RECORDING & RESOURCES**
2. Participate in a follow-up **LEARNING LAB** for more discussion with your peers & our workforce/leadership experts (you will receive an email from Sara Munson)
3. Visit the *Child Welfare Workforce Connection*, at <http://cwwc.ncwwi.org> for more dialogue & **PEER NETWORKING**
4. Provide feedback on this webinar to help strengthen the webinar series by completing a **WEBINAR EVALUATION SURVEY** (you will receive an email from Robin Leake at the Butler Institute/University of Denver)



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