Introduction, Syllabus & General Information

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: In Week 1, participants attend one webinar and complete a number of self-paced activities via the course site including a training assessment, reading assignments, learning scenarios and introductions. In Week 2, participants participate in five webinars and six small group sessions where they have opportunities to share challenges and best practices and practice specific skills in the areas of delegation and constructive feedback.

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

- Identify three primary roles of supervisors and competencies and skills related to each;

- State your strengths and weaknesses as a supervisor;

- Recognize at least four systems necessary to support effective performance management of supervisees;

- Match the development needs of supervisees with the appropriate style of supervision;

- Give effective constructive feedback;

- Delegate effectively;

- 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 two 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)**

Week 1 Tues., July 9	Week 2 - Day One Mon., July 15	Week 2 - Day Two Wed., July 17	Week 2 - Day Three Fri., July 19
45 minutes 1:00 – 1:45 pm ET Intro Webinar	**5 hours** 12:00 - 5:00 pm ET Webinars & small group activities	**5 hours** 12:00 - 5:00 pm ET Webinars & small group activities	**3.5 hours** 12:00 - 3:30 pm ET Webinars & small group activities
Plus 2 hours of self-paced activities during rest of week	One 30-minute break One 15-minute break	One 40-minute break One 30-minute break	One 15-minute break

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

If you have any questions as you proceed with any of the assignments or if you run up against technical problems or challenges with the course site, please email:

coursehelp@povertylaw.org

We want you to have a great experience with this course and we are happy to answer your questions.

WEEK 1: July 8 – 12, 2019

Note: All times Eastern (ET)

Activities to Complete During Week 1: July 8 – 12 (2.5 hours):		
Monday (July 8)	**Prep Computer for Live Sessions** Complete steps in tutorial to ensure computer is ready for live sessions	5'
Tuesday (July 9) 1:00-1:45 ET	**Webinar: Course Introduction** We will cover logistics, find out who's in the course, learn a bit about each other, review expectations, and introduce course topics and goals	45'
By Friday (July 12)	**Complete Pre-training Survey** Participants complete the Pre-Training Survey, which provides the training team with information about participants' prior experiences and aspirations for the training.	10'
By Friday (July 12)	**Discussion Forum: Introduce Yourself & Post Supervisory Challenges** Participants introduce themselves in the discussion forum.	15'
By Monday of Week 2 (July 15)	**Scenarios** Participants complete two animated scenarios on course site.	30'
By Monday of Week 2 (July 15)	**Readings & Self-Assessment** Participants complete: (1) readings on Supervisory Roles & Systems, Stages in the Supervisory Relationship, & Constructive Feedback in *Readings Packet*, and (2) complete a Supervisory Self-Assessment in *Participant Manual*.	20'

WEEK 2/DAY 1: July 15, 2019

NOTE: All times Eastern (ET)

Schedule	Description	Time
12:00 – 1:00	**SESSION 1** **Supervisory Ecosystem and Three Roles** In the first webinar, we present the supervisory ecosystem and look at the three roles that supervisors fulfill.	60'
1:00 – 1:45	**SMALL GROUPS 1 (groups of 4-6)** **Supervisory Ecosystem and Three Roles** Participants meet in small groups to discuss supervisory roles and suggested organizational systems that support effective supervision.	45'
1:45 – 2:15	**Break**	30'
2:15 – 3:15	**SESSION 2** **Stages and Situational Supervision** Explores stages of the supervisory relationship with a particular focus on skills needed to establish the supervisory relationship and assess and then respond to individual supervisee's professional development needs.	60'
3:15 – 3:30	**Break**	15'
3:30 – 3:45	**Individual preparation – Situational Supervision Worksheet** Using worksheet, participants work on their own to apply situational leadership tools to one of their supervisees.	15'
3:45 – 4:45	**SMALL GROUPS 2 (groups of 4-6)** Participants apply assessment and planning tools to situations reflected in a case scenario as well as to individuals they supervise.	60'
4:45 – 5:00	**DAY 1 WRAP-UP SESSION**	15'
5:00	**Complete Day One Evaluation** Participants complete the Day One evaluation	10'

WEEK 2/DAY 2: July 17, 2019

NOTE: All times Eastern (ET)

Schedule	Description	Time
12:00 – 12:45	**SESSION 3** **Delegation Skills** Delegation is the act of authorizing others with the responsibility to carry out tasks and actions. Successful supervisors delegate to empower individuals and teams, build others' leadership and increase overall organizational effectiveness. This session follows a proven checklist for delegating legal tasks. Using this model, supervisors will strengthen their delegation skills and promote ownership by their team members.	45'
12:45 – 1:30	**SMALL GROUPS 3 (groups of 3-4)** **Delegation Practice** Using a delegation checklist, participants practice delegating effectively.	45'
1:30 – 1:50	**Delegation Reports & Wrap-Up**	20'
1:50 – 2:30	**Break**	40'
2:30 – 3:30	**SESSION 4** **Constructive Feedback** This session explores the role of constructive feedback in building and maintaining high quality work and introduces key tools for preparing for and giving constructive feedback.	60'
3:30 – 4:00	**Break**	30'
4:00 – 4:45	**SMALL GROUPS 4 (groups of 3-4)** **Constructive Feedback** Using prepared case scenarios and tools introduced in the previous session, participants practice giving and observing constructive feedback.	45'
4:45 – 5:00	**DAY 2 WRAPUP SESSION**	15'
5:00	**Complete Day Two Evaluation** Participants complete the Day Two evaluation.	10'

WEEK 2/DAY 3: July 19, 2019

NOTE: All times Eastern (ET)

Schedule	Description	Time
12:00 – 1:00	**SESSION 5** **Faculty Panel & Open Forum**	60'
1:00 – 1:45	**SMALL GROUPS #1** Participants choose from one of three topics and participate in a discussion facilitated by a faculty member.	45'
1:45 – 2:00	**SMALL GROUPS #1 DEBRIEF**	15'
2:00 – 2:15	**Break**	15'
2:15 – 3:00	**SMALL GROUPS #2** Participants choose from one of three topics and participate in a discussion facilitated by a faculty member.	45'
3:00 – 3:30	**SMALL GROUPS #2 DEBRIEF & DAY 3 WRAP-UP SESSION**	30'
3:30	**Complete Day Three Evaluation.** Participants complete the Day Three evaluation.	10'

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