

# [Supervisor Core 4]

[Improving Individual Staff Performance]

**WRITTEN BY THE INSTITUTE FOR HUMAN SERVICES  
FOR THE OHIO CHILD WELFARE TRAINING PROGRAM**

[June 2010]

# [SUPERVISOR CORE 4]

## [Improving Individual Staff Performance]

### Welcome

You are scheduled to attend the fourth module of the Supervisor Core Series. In this module you will learn how to work with your staff in ways to make sure mission-critical tasks get done effectively and how to align job descriptions, performance expectations and assessments, and annual performance evaluations with the agency's mission. The module will also provide various tools supervisors can use to support performance strengths, as well as tools to redirect performance barriers in order to reach desired performance.

### Getting Ready

During the training, you will be asked to examine the performance strengths and barriers of staff in your unit. The assignment below is designed to help you get ready for those discussions. In the assignment you will be asked to *describe* performance behaviors rather than *interpret* behavior. Here are examples:

**Interpretation Example:** *"Caseworker X is always showing disrespect to foster parents."*

This is an interpretation of specific behavior, rather than a statement of the behavior, and could easily create an argument.

Other examples: "You always fail to follow through." "You are rude to people."

**Description Example:** *"Sarah has missed four appointments with foster caregivers, missed three others, and has not taken calls from foster caregivers on three different occasions."*

This is a description of behaviors that can be addressed. The descriptions are specific and unmistakable. Evidence is in place to address performance discrepancy and the supervisor can address it with clear recommendations and expectations.

Other examples: "I was unable to reach you by cell phone on four different occasions this week." "When you were with the Smith family, I observed you rolling your eyes."

### Assignment

1. Using the sheets attached, identify behaviors that are strengths and behaviors that present barriers to performance for two people in your unit. Complete the same process for a caseworker who consistently performs well in job tasks. You might want to use a code name for caseworkers to ensure confidentiality.
2. Gather and bring the following materials that you will need to complete assignments during the training:
  - a. A copy of your agency's mission statement
  - b. A copy of a job description – yours or one from your unit
  - c. A copy of the performance evaluation for the above job description

---

# Worksheet

---

**Staff Person:**

Specific Strengths	Notes

Specific Barriers to Performance	Notes

**Comments:**

**Staff Person:**

Specific Strengths	Notes

Specific Barriers to Performance	Notes

**Comments:**

**Staff Person:**

Specific Strengths	Notes

Specific Barriers to Performance	Notes

**Comments:**