

**Federation of Protestant Welfare Agencies  
Workforce Development Task Force  
September 4, 2008**



**workforce  
professionals**  
TRAINING INSTITUTE

**Summary of Training Posters**

**Empower Engagement Strategies**

- Asset-based approach to working with staff
- Team-based approach
- Social events /down time (close down business for a day)/retreats
- Develop relationships with your staff
- Be consistent with staff
- Encourage staff
- Build trust in leadership/give special task that encourage ownership
- Focus on success and results
- Avoid burn out
- Acknowledge feelings, problems, and the system
- Explain systems and the “Big Picture”

**Strategies to Recognize Staff**

- Gifts / incentives
- Acknowledge staff performance in front of colleagues
  - Acknowledge team results
  - Should be visible
  - Walls of Success
- Open Door Policy
  - Allow staff the freedom to vent and express feelings and fears
  - Encourage thought, feedback and suggestions

**What you can do as a Supervisor**

- Incorporate family values
- Develop your supervisory style
- Focus on what you can control
- Be a role model
- Know when to debate or be direct in your decision making
- Consider the tone you set
- Build staff’s self-esteem
- Show staff how the most frustrating job responsibilities can be a resource for the bigger picture

- Monitor your attitude/tone because it has an impact on staff
- Set and communicate clear goals and expectations
- Use a coaching and mentoring approach
- Reinforce team mission and goals
- Pay attention to staff work styles
- Assess staff resistance

### **Reasons for Resistance**

- Staff may lack the skills, understanding, resources and support
- Boundaries set by supervisor are too rigid
- Staff confusion about roles
- Staff may fear change, success and/or failure
- The vision and purpose is not clear
- Staff is burned out and overworked
- Cultural differences
- Attitude
- Team dynamics

### **Focus Group:**

### **What are some of the topics you have sent staff for training in?**

- Job Development
- Case Management
- Supervision
- Cultural Diversity
- Fiscal
- Special populations
- Motivational interviewing
- Database systems

### **Do you find most training to be skills development or compliance?**

- Skills Development

### **What has been the impact of training?**

- All day training is not good, too much time out of office
- Train the trainer
- Networking with people from the same industry
- Excitement
- Motivation
- Empowered
- Skill building
- Create resource guide
- Presenter and information

**What is the preferred format for training?**

- Half-day
- Over several weeks, for a ½ day only each week
- Depends on training description

**What's Missing?**

- Soft skills (communication)
- Boundaries
- Funding
- Budgeting
- Proposal writing
- Collaboration/partnerships