



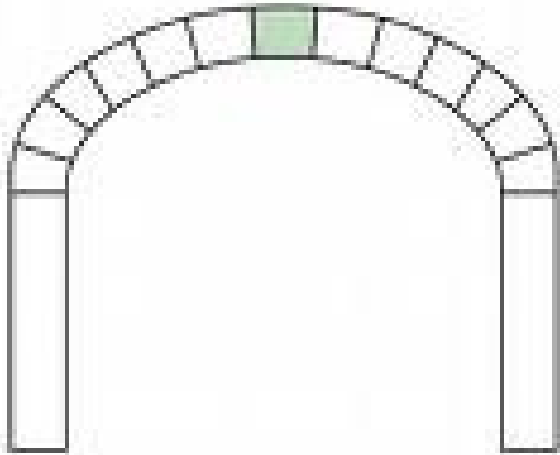
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Leadership on the Front Lines, Part 2:

**The Essential Role of Supervisors in EBP
Implementation**

What We've Learned



- Supervisors are the keystone of system change: they heavily influence culture and operations
- Change efforts often focus on senior leadership and frontline staff

Focus on Supervisors

- Supervisors must be jacks-of-all-trades in EBP implementation: change leaders, managers, and operational mentors.
- Supervisors need additional support in the “hard skills” of EBP and the “soft skills” of managing reform.
- EBP implementation efforts in Maricopa County, Arizona and Orange County, CA have focused on building capacity in front-line supervisors.

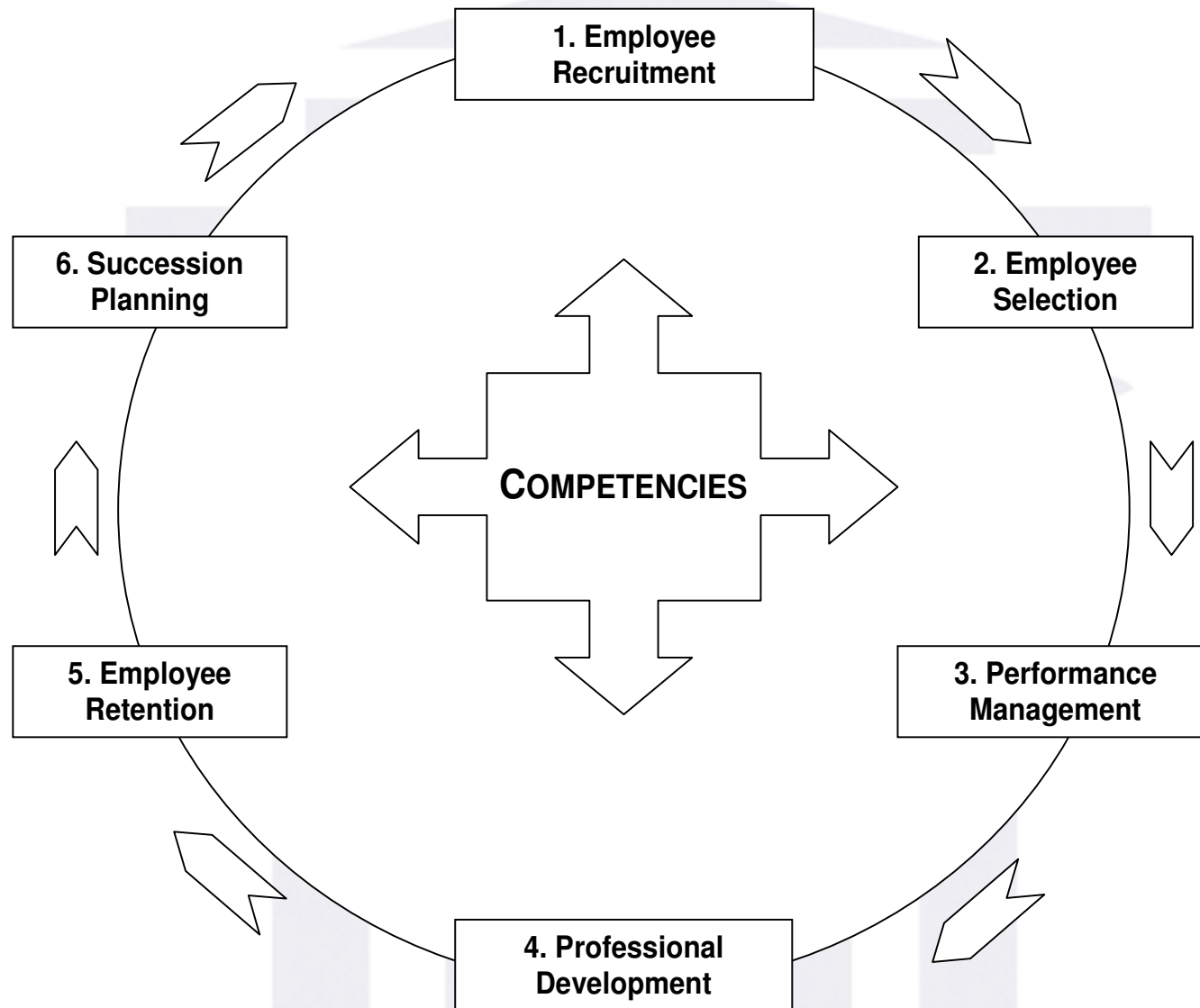
Focus on Competencies

Competencies are:

The knowledge, skills, behaviors, personal attributes and other characteristics that are associated with or predictive of superior job performance.

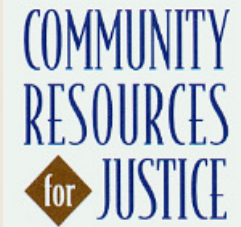
Integrated Competency Model

(CPS Human Resource Services)



What Do You Think?

What are the competencies needed for superior supervisors in an evidence-based organization?



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Orange County Supervisor & DPO Competencies

Using Evidence Based Measures
in the Performance Management Process

Orange County Competencies

Important Considerations

- Demographics
- History of Performance Evaluations
- Players
- Focus Groups
- Triple layer participation

Orange County Competencies

Process

- Focus Groups
- Superior performer is the target
- Melding of competencies to meet particular needs
- Review process

Orange County Competencies

Future

- Linkage to QAS
- Continued support during initial year of implementation
- Institutional and Professional Staff
- Dance around the circle



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Maricopa Supervisor Competencies

Using Evidence Based Measures in the Promotional
Process

Maricopa Supervisor Competencies

Previous Process:

- Introductory Packet
- Structured Interview
- In Basket Exercise
- BPAD
- Candidate review

Maricopa Supervisor Competencies

New Process:

- Briefing Packet to Candidates
- Behavioral-Based Interview
- Qualitative / Quantitative Exercise
- Scoring on Competencies & Key Elements
- Candidate review of processes and scoring

Maricopa Supervisor Competencies

Lessons:

- Self vetting / data exercise?
- Is EBP theory reaching line staff?
- Process less taxing on the interviewers
- Process was much more efficient

Supervisor's Leadership Academy

Purpose:

- Prepare first line supervisors as change leaders
- EBP focused Leadership

Supervisor's Leadership Academy

Selection process:

- Self selection with manager approval
- Ideal candidate
- Learning commitment

Supervisor's Leadership Academy

Curriculum:

- Six 2 day modules
- EBP infused
- Incorporates multiple learning modes (including homework)
- Leadership Library

Supervisor's Leadership Academy

Future:

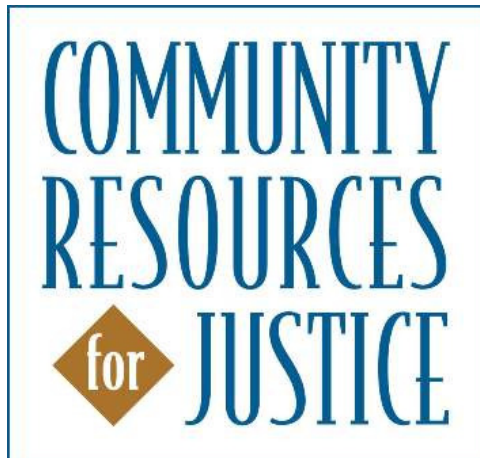
- Transition from External Expert to Insiders/Co-Facilitators
- Second cut of candidates
- Fireside chats
- Regionalization
- Alumni support, reunions

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