Supporting Virtual Supervision as Part of a Hybrid Workforce

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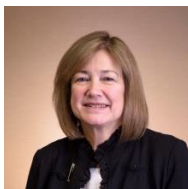
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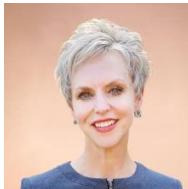
Penny Putnam Collins

Lisa Merkel-Holguin
Implementation Team Lead

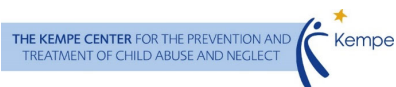**Michelle Graef, PhD**
Project Director

John Fluke, PhD
Evaluator

Cindy Parry, PhD
Evaluator

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Quality Improvement Center for Workforce Development
2016 – 2023 Cooperative Agreement

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CENTER ON CHILDREN, FAMILIES, AND THE LAW

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UCLA Luskin School of Public Affairs
Department of Social Welfare

Centers for American Indian and Alaska Native Health
colorado school of public health

RAYMOND A. KENT SCHOOL OF SOCIAL WORK & FAMILY SCIENCE

CF Parry Associates

clh strategies & solutions

Penny P. Collins Consulting

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- Develop and test promising workforce interventions
- Synthesize workforce research
- Identify and publish workforce trends
- Help sites adopt best practices in continuous workforce development
- Improve outcomes for the children & families served through workforce

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"*How can CWDs [child welfare divisions] effectively balance the flexibility desired by staff with concrete, set expectations regarding work hours, schedule, visibility, in-office days, etc.?*"
- Orange County, CA

"*How are they [other agencies] holding staff accountable? How are they measuring effectiveness?*" *– County of Santa Clara, CA*

"*What effective strategies have other jurisdictions used to foster workplace relationships and connections without bringing staff back into the office full time?*" *- Orange County, CA*

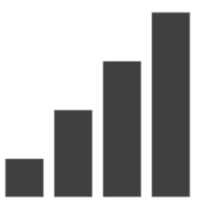"*What tools can we use to ensure workers feel supported when they are working remotely?*" *– San Diego County, CA*

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Poll Questions

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Conceptual framework of potential advantages and challenges of telework

Organizational Level

Advantages:
Recruitment and retention
Increased work morale
Productivity gains
Improved agility
Financial advantages

Challenges:
Management practices
Legal framework
Teamwork and collaboration
Expertise and training
Infrastructure and technology
Security
Costs

Advantages | **Telework** | **Challenges**

Individual Level

Advantages:
Financial advantages
Increased work-life balance
Spatial mobility
Increased work autonomy
Increased job satisfaction
Increased productivity

Challenges:
Work-life blurring
Socializing
Career and workplace involvement
Trust
Technical support
Interruptions

Boell et al. (2013). Advantages, Challenges, Contradictions of the Transformative Nature of Telework: A Review of the Literature. Proceedings of the Nineteenth Americas Conference on Information Systems. Chicago, Illinois , August 15-17, 2013.

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Poll Question

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KEY POINT

Assume positive intent and good will

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"Rigid monitoring of employees' daily activities hinders productivity and creates and environment of distrust..."
- General Service Administration

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2/8/2023

KEY POINT

Focus on outcomes over process

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KEY POINT

Involve workers in determining meaningful outcomes to track

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KEY POINT

Provide clarity and develop shared understanding

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Workers and Supervisors Generally Agree

Teleworking increases employees' work productivity, effectiveness, and efficiency.

Teleworkers are able to work independently with limited or no direct supervision while teleworking.

Teleworkers are able to effectively managing their time while teleworking.

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KEY POINT

Supervision is NOT one-size-fits all

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Watch the video

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KEY POINT

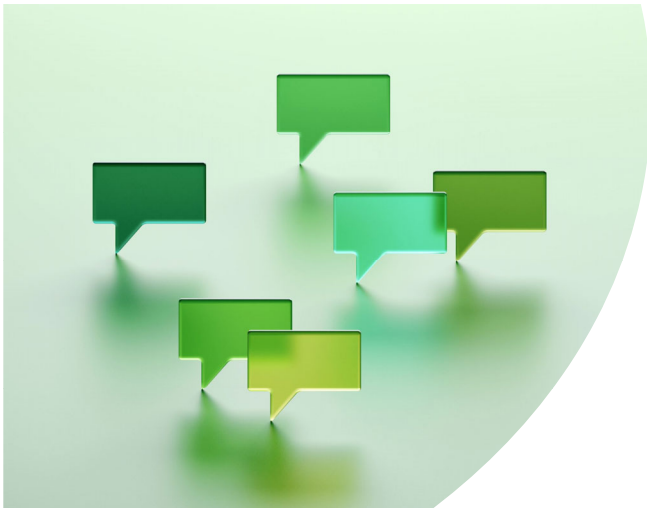# Understand the worker's strengths/challenges as a teleworker
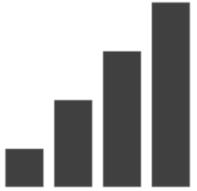
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The challenge of building co-worker relationships

For employees that telework more than 2.5 days/week, some research indicates that coworker relationship quality is lower

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Poll Question

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What are some strategies to support relationship building within the team?

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KEY POINTS

Assume positive intent and good will

Focus on outcomes over process

Involve workers in determining meaningful outcomes to track

Provide clarity and develop shared understanding

Supervision is NOT one-size-fits all

Understand the worker's strengths/challenges as a teleworkers

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Gather feedback

- Be Specific
- Be Appreciative
- Be Genuine

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Q&A

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What's next

- Visit www.qic-wd.org for the webinar recording and handouts
- Provide feedback on today's presentation
- Join our next webinar on *Measuring Diversity, Equity and Inclusion in your Child Welfare Workforce* on April 11

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Thank you

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