



Meetings:

- Hold weekly check ins to provide more connection for mixed units (mobile- and office-based).
- Hold all-staff meetings to address any questions, issues, concerns, etc.
- Do not schedule a meeting over the lunch hour unless it is a lunch meeting that's used to maintain a relationship.
- Use technology to connect: Zoom meetings, Microsoft Teams, Skype, etc.
- Host spirit days, Zoom happy hours, and informal check ins as opposed to formal check-ins to help build relationships.
- Do weekly staff meetings via Zoom (for group supervision or just to check in).
- Allow staff members to do their own Zooms for peer support.

Management:

- Create policies that allow for enhanced alternative work solutions (hours, locations, etc.).
- Give individuals the option of being mobile or in the office, so they can work where they are most productive.
- Develop guidelines to "trust" workers to work remotely.
- Use effective change management skills.
- Use technology to your advantage.
- Watch for first-responder fatigue for those who are on call.
- Maintain flexibility and develop trust.
- Have grace and patience with our people.
- Create opportunities for team building.
- Use leadership strengths to dismantle racial inequities.
- Use Microsoft Teams and other technology to check in and organize work.
- Provide virtual training on technology platforms.

Individual Supervision:

- Schedule weekly supervision (in place of fly-bys and drop-ins).
- Provide virtual home visit coaching.
- Allow for flexibility in work schedules.
- Offer to have daily check-in meetings with staff.
- Provide video supervision that isn't all business to establish a better connection and relationship with staff and so supervisors have a sense of how people are handling the pandemic and other global issues.

Unit-Level Supervision:

- Continue to trust our workers. Teleworking can work and we need to keep trusting staff and being flexible and available when they need us. Treat workers with the same grace we want them to display toward clients.



- Continue virtual supervision, challenge team to use technology and to work from home at least two times a week, and mimic at the supervisor level what is asked of the team.
- Provide weekly or monthly supervision feedback between supervisor and worker. Specifically, give workers the ability to voice how they learn best and how they respond to feedback.
- Establish small checks and balances to help build trust.
- Account for time worked at home based on staff responsiveness to emails/calls and productivity.

Ineffective Leadership Strategies to Leave Behind

- Daily log sheets
- Fly-by supervision
- Micromanaging
- Top-down leadership
- Rigid structures
- Setting policies based on the poor behavior of one or two people
- Being closed to new ideas
- In-person meetings
- Requiring staff to be in the office
- Strict schedules

Comments on How Things Have Changed Since Pandemic Began

- Everyone working at home is an equalizer.
- Training remotely and being able to work at home has been a relief.
- Training is virtual, differences exist in educating, teaching, modeling, and support.
- Teleworking has proven to be productive despite historically thinking that all work needed to be done face-to-face.
- There is less micromanaging, and we are building trusting relationships.
- Supervisors and leaders are coaches, and we have been more caring and humanized in our work.
- Remote learning has created ease of access for training, will return to a hybrid model that uses people's time for the best. Will also look at change and innovation, we have accomplished much in a short amount of time, we need to learn from what worked and continue to be ready to lead change and innovate.
- Working remotely in the future as the new normal.
- Increased accessibility and flexibility, sharing differently, breaking down power and position boundaries, emotional check ins, shared virtual spaces, able to follow up better with partners.
- Caseworkers are innovating by using technology with families and allowing the family to read or record books to reach their children during visits or have more communication with their children outside of the normal visitation schedule.



- Have found it hard to build trust when I cannot see the people I am interacting with. I don't see how I can verify if work is being done at home honestly.
- Use of technology is decreasing the use of paper.
- Face-to-face for everything is not necessary; daily contact is not needed; used to do a lot of unnecessary driving so can save time using virtual connections.

How to Address Racial Equity in Leadership and Supervision

- Be sensitive to topics that may trigger other unit members and be respectful of everyone's position, know the cultural differences of unit members, and also teach our workers to know the cultural and racial differences of their areas such as the differences in rural and urban areas.
- Host discussion groups and use caucuses.
- Acknowledge race issues.
- Share perspectives openly and examine the agency's whiteness structurally and what we can change.
- Ask about the impact that policies and practices have on black and brown staff and families/children.
- Hire a diverse workforce.
- Host listening forums where workers can talk about their feelings related to the topics of racism/racial inequality and inequity.
- Be cognizant of how workers might be impacted by racism in the field.
- Use data to really look for disproportionality in the system so it can be addressed.
- Be open-minded.
- Grow awareness of our own biases and be willing to challenge that in ourselves. Lead by example, words matter—use them humbly and carefully.
- Work on learning how to be a better ally.
- Promote inclusion and openness and have difficult conversations when needed; agree to disagree and realize there are unconscious biases that require conversation as leaders.
- Look at how we bring people into the system and address inequity.
- Host listening sessions to understand what is happening and brainstorm ideas.
- As school starts, the people of color and those living in poverty will be judged harshly for keeping kids out of school, those with privilege will likely be hailed as good parents who are working from home and parenting—how do we level this and address the disparity?
- Be more intentional when putting new policies and procedures in place.
- Provide more training opportunities.
- Be aware of how our work and these issues affect the families we serve.
- Leadership strengths will be critical for dismantling racial inequities.
- Must start with leaders.