

# LEADERSHIP GUIDE: MANAGERS

## A GUIDE TO CALIFORNIA CHILD WELFARE LEADERSHIP BEHAVIORS



### 1 FOUNDATION

#### Be open, honest, clear and respectful in your communication.

- Use language and body language that demonstrate an accepting and affirming approach to all staff.
- Address individuals in person and in writing by the name, title and pronouns they request.
- Show deference to Tribal Leadership and their titles in written and verbal communications.
- Be transparent about your role and responsibilities and expectations of the agency.

#### Be accountable.

- Model accountability and trust by doing what you say you're going to do, being responsive, being on time and following federal and state laws.
- Be aware of and take responsibility for your own biases.

### 2 ENGAGEMENT

#### Create a learning environment.

- Demonstrate commitment to the professional development of staff by providing opportunities for staff to gain new knowledge and skills through multiple strategies (training, coaching, and leadership opportunities)
- Create a learning environment in which mistakes are seen as opportunities to learn and grow.
- Foster a culture of thinking about the work, trying new things and new approaches for everyone that will make the agency more efficient and effective.
- Pause and take time to use the practice model to guide response and interaction even in times of crisis.

#### Engage staff in implementation and system improvement.

- Participate with staff on implementation and identify what you are doing to support and sustain the CPM.
- Create & participate on implementation team(s) for CPM.
- Use positive motivation, encouragement and recognition of strengths to show your support of staff implementation efforts.
- Engage staff and managers at all levels to identify ways to improve system efficiency and remove barriers for staff.

#### Show that you care.

- Demonstrate that you hear and care about the thoughts and experiences of staff and stakeholders (children, families, community members, and Tribes) as they implement and sustain the CPM by establishing feedback loops and regular mechanisms to report progress and outcomes.

- Communicate hope and understanding by listening to staff challenges and engaging in solution-focused strategies to work together to solve problems.
- Show compassion and provide support and encouragement by listening to staff at all levels in the organization to hear their successes, concerns/worries and ideas about implementing, supporting, and sustaining the model.

#### Recognize staff strengths and successes.

- Create regular opportunities to affirm agency organizational strengths and the efforts of staff and partners in their daily work.
- Foster leadership by staff at all levels, helping them recognize and gain confidence in their strengths.
- Foster leadership of staff, helping them recognize and gain confidence in their strengths, for example, by providing opportunities to take on lead assignments that demonstrate their skills and abilities such as meeting with community stakeholders to describe CPM.

### 3 INQUIRY/EXPLORATION

#### Seek feedback.

- Meet regularly with staff and stakeholders (children, families, community members, and Tribes) to understand their perspectives, develop consensus and create a path forward that is sensitive to the varied needs and concerns of all parties.
- Regularly elicit feedback from staff and stakeholders (children, families, community members, and Tribes) by means of focus groups, surveys, and community meetings.
- Keep track of and acknowledge barriers and challenges impacting the division and be transparent with staff about what can be accomplished and what cannot.
- Explore with supervisors and directors barriers and solutions to implementing and sustaining the model.
- Seek out and invite in input from staff in the organization:
- Hold regular supervision meetings with supervisors to review their unit's work and to actively seek input and develop solutions for issues that impact the ability of their unit to work effectively within the Division and with children, youth, and families.

### 4 ADVOCACY

#### Promote advocacy.

- Provide frequent and regular opportunities for Tribes, agency partners, staff, youth, families, and caregivers to share their voice.

### Advocate for resources.

- Advocate for the resources needed to support and develop staff.
- Provide information to executive leadership regarding staffing gaps to support requests for additional resources to fill the gaps.
- Advocate for the resources needed to provide effective, relevant, culturally responsive services for families:
- Actively seek information about gaps in services for families and advocate to executive leadership for resources.

## 5 TEAMING

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### Build partnerships.

- Develop partnerships with effective community-based service providers with cultural connections to families receiving services from the CWS agency.
- Under the direction of the child welfare director, sustain partnerships with effective community-based service providers with cultural connections to families receiving services from the CWS agency.
- Develop partnerships with stakeholders to support CPM implementation.

### Work with partners.

- Work collaboratively with families; youth; resource families; and cultural, community and Tribal representatives as active partners in the local implementation of the CPM and in ongoing policy development and operations.
- Engage with peers from other counties to share best practices and problem-solve.

### Model teaming.

- Model inclusive decision-making.
- Model and stress the importance of teaming by developing partnerships and MOUs and talking with staff about relationships and teaming efforts across divisions, across agencies, and with external partners.
- Model use of teaming structures and approaches to implement and support the CPM.
- Encourage teaming behaviors among supervisors and across divisions.
- Develop policies and processes that facilitate and promote teaming across divisions, across agencies, and with external partners.

## 6 ACCOUNTABILITY

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### Listen and provide feedback.

- Explore complaints, barriers, and problems through a transparent process of inquiry that includes listening to those involved, identifying others who need to be

included, developing a shared expectation about follow-up, and reviewing other data and information in order to make balanced assessments and informed decisions.

- Be transparent to staff and stakeholders about barriers and why some requested changes cannot be made.
- Provide regular updates on any findings regarding complaints, barriers, and problems, and share action steps that have been taken to address concerns.
- Respond to inquiries from staff and stakeholders (families, caregivers, agency partners, community, and Tribes) within 24 business hours to acknowledge the concern or question and establish a shared expectation for follow-up.
- Meet with the workforce regularly and frequently to hear concerns and address them in a transparent manner, using a defined process and demonstrating actions taken to address concerns.
- Inform executive leadership of the needs of the Division.

### Hold each other accountable.

- Engage in a CQI process to evaluate the process used to implement the CPM, model fidelity, and the effectiveness of the CPM.
- Identify and implement tools (dashboards, data points, charts) to monitor outcomes and measure effectiveness of the CPM.
- Engage stakeholders (families, youth, caregivers, Tribes, and agency partners) in data collection and evaluation efforts.
- Support staff and hold each other accountable for sustaining the practice model by holding regular supervision meetings at all levels, and including practice behaviors in performance evaluation, professional development, coaching and mentoring activities, and progressive discipline.
- Provide regular updates or reports to stakeholders and partners as appropriate.

### Monitor organizational effectiveness.

- Identify and implement a transparent process to monitor for staffing gaps and plan organizational changes to ensure staff can meet demands of caseloads.
- Review workload of the division through regular supervision and division meetings, review staffing and caseloads through tracking logs, and work to balance caseload by fair distribution of case assignments and by informing the director of needed staffing increases.

### Monitor practice effectiveness.

- Identify and implement a transparent process to monitor for practice model fidelity and effectiveness.
- Develop and track measures that evaluate fidelity to and effectiveness of CPM.