

Enhanced MiTEAM: Parallel Steps for Directors and Mid-Managers

Placement Planning and Mentoring

Parallel Steps

Parallel Steps refer to specific activities that Management and Supervisors engage in during a training cycle to demonstrate a competency in their role at the same time as caseworkers are expected to demonstrate the competency with their families and providers. Management and Supervisors discuss with staff how to utilize the competency to improve their effectiveness with families and providers.

Placement Planning Fidelity Indicators

1. Inquires about the individual's perspective regarding how the living arrangement options impact the child's connections.
2. How the current living arrangement is helping build resiliency, which may include:
 - a. Promote the individual's ability to develop and build relationships.
 - b. Promote the individual's competencies.
 - c. Improve family member's ability to regulate emotional behavior.
 - d. Strengthen family member's self-esteem.
 - e. Gives family member's voice.
 - f. Enables family member's choice.

Mentoring Fidelity Indicators

1. The worker is observed to assist the family with navigating agency systems and processes; demonstrated by 2 or more of the following:
 - a. Clearly explains expectations regarding service referrals.
 - b. Clearly explains next steps.
 - c. Describes agency processes.
 - d. Explains desired outcomes of case disposition.
2. The worker provides feedback to the individual(s).
3. The worker asks for feedback from the individual(s).

Michigan Department of Health and Human Services

Office of Child Welfare Policy and Programs

Prepared by: MiTEAM

Date: July 24, 2017

Examples of Parallel Steps for Directors

Macro Level	References	Things to Consider
<ul style="list-style-type: none">Develop a plan to improve staff engagement to strengthen connections and relationships in the workplace.	<p>Five Ways to Improve Employee Engagement Now http://www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx</p>	<ul style="list-style-type: none">Trauma-informed decision-making with families includes recognizing, honoring and building their connections.Research shows that employees who are passionate about their work also feel a deep connection to their teammates and organization.
<ul style="list-style-type: none">Participate within your local teaming structure to create greater opportunities for stakeholders (youth, parents, relative providers, foster parents, providers) to have more “voice and choice” in improving child and family outcomes.	<p>Building and Sustaining Child Welfare Partnerships http://ncwwi.org/files/Community_Context/Building_and_Sustaining_Child_Welfare_Partnerships.pdf</p>	<ul style="list-style-type: none">Consider the needs of youth, parents and caregivers when planning meetings, such as convenient times, locations, transportation and day care.
<ul style="list-style-type: none">Develop a formal mentoring program to foster the personal and professional growth of staff at all levels.	<p>Mentoring is a Way of Developing Leadership Skills https://www.theguardian.com/public-leaders-network/2011/apr/29/mentoring-developing-leadership-skills</p> <p>The Importance of Mentoring in Leadership Development http://execdev.kenan-flagler.unc.edu/blog/the-importance-of-mentoring-in-leadership-development</p>	<ul style="list-style-type: none">A well-designed mentoring program benefits the leader and the mentee.Mentoring is a multi-directional exchange that can also help leaders further develop their own management skills.

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	<p>Developing Future Leaders with Mentoring and Coaching https://www.td.org/Publications/Blogs/Management-Blog/2013/07/Developing-Future-Leaders-with-Mentoring-and-Coaching</p> <p>The Zen of Mentor Development http://www.nwlink.com/~donclark/leader/mentor/mentor_development.html</p>	
<ul style="list-style-type: none"> Engage your leadership team in conducting a self-assessment of competencies. Create a learning culture in your office, where staff receive ongoing professional development that contributes to quality service delivery for children and families. 	<p>Guidebook for Human Services Professionals http://ncwwi.org/files/Job_Analysis_Position_Requirements/Human_Services_Management_Competencies_Guidebook.pdf</p> <p>Strengths-Based Supervision http://strengthsbasedsupervision.com/</p>	<ul style="list-style-type: none"> Issues your staff are having with their clients often show up during your supervisory conferences as they speak about their cases with you.
<ul style="list-style-type: none"> Implement an organizational approach for delivering and receiving employee feedback to improve agency performance. 	<p>Pull, Don't Push: Designing Effective Feedback Systems http://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2011/09/effective-feedback-systems</p>	<ul style="list-style-type: none"> The exchange of feedback is an essential component of an effective mentoring relationship.

Examples of Parallel Steps for Mid-Managers

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Micro Level	References	Things to Consider
<ul style="list-style-type: none"> Model the practice of “giving voice” by regularly inviting staff to share their ideas and input into team or agency planning efforts. 	<p>How to Get Your Employees to Speak Up https://hbr.org/2014/10/how-to-get-your-employees-to-speak-up</p>	<ul style="list-style-type: none"> It is important to create and nurture an environment that provides staff with a sense of safety to express their opinions. Empower your staff through predictability. Be consistent in your efforts to access their ideas and input. Your willingness to address issues will make employees more likely to come to you with concerns.
<ul style="list-style-type: none"> Find ways to recognize, honor and build connections that strengthen the relationships among your team members. 	<p>Strengthening Workplace Relationships https://rtpps.files.wordpress.com/2013/10/module_07_workplace1.pdf</p> <p>Winter Blues? Appreciation Can Help https://www.govloop.com/community/blog/winter-blues-appreciation-can-help/?elqTrackId=e9dec411a1c844ac9d9810f44c37c2b8&elq=805c3db7349f4ca4957cb03ade86bf0e&elqaid=13168&elqat=1&elqCampaignId=10211</p>	<ul style="list-style-type: none"> Strengthening relationships is a way child welfare staff build resiliency with children and families. Improving relationships among your staff builds resiliency among team members. A challenge in effectively encouraging your staff is that not everyone’s “language of appreciation” is the same. Appreciation should be genuine and communicated in a variety of ways.

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<ul style="list-style-type: none"> • Make it a daily priority to provide effective feedback to your staff. • Initiate the feedback process by first asking that staff provide a self-assessment of what they believe they are doing well. • Look for opportunities to ask for, and be accepting of, feedback from your staff. 	<p>The Art of Giving and Receiving Feedback http://www.trainingsolutions.com/pdf/feedback.pdf</p> <p>Why We Should All Provide Feedback Through Coaching https://www.govloop.com/community/blog/provide-feedback-coaching/?elqTrackId=380437f1edb34a70bf7a543d384e5583&elq=392af97d168d4ab09cffb6078dcbbb8b&elqaid=14378&elqat=1&elqCampaignId=10959</p>	<ul style="list-style-type: none"> • Balance your feedback as positive feedback and opportunities for improvement are both important. • Effective feedback is timely, specific and useful to staff in their work with children and families.
<ul style="list-style-type: none"> • Provide visible support to supervisors and caseworkers by mentoring the application of the MiTEAM Fidelity Indicators. • Discuss current MiTEAM Fidelity data on a regular basis with your staff and ask for feedback in terms of strengths and challenges they may be experiencing in implementing the MiTEAM practice model. 	<p>MiTEAM Fidelity Tool https://miteam-vls.michigan.gov/sites/default/files/resources/3.23.16_FidelityTool.pdf</p>	<ul style="list-style-type: none"> • Conduct some ratings in teams to establish consistency in rating (inter-rater reliability). • As you support the process, if you have questions, contact your MiTEAM Analyst for consultation.
<ul style="list-style-type: none"> • Customize a Trauma-Informed Removal Protocol for your area. 	<p>Trauma Informed Removal Tools https://miteam-vls.michigan.gov/sites/default/files/TraumaDOCS%20%28002%29.pdf</p>	<ul style="list-style-type: none"> • Address specific needs for your area when establishing a protocol.