

**Your Organization/Tribe/School &  
Rebecca Schueller Training & Consulting present:**

## **Supervision & Performance Appraisal Skills To Engage Staff & Support Great Outcomes**

**A Two-Day Training (9:00-4:30 both days)**

**Workshop Description:** High quality supervision contributes to the structure needed to engage (*and retain!*) staff and support great outcomes. Yet, many supervisors never receive structured training to teach them the skills needed for this critical role. Organizational practices and culture impact the ability of staff and volunteers to bring their best to their work. Is your organization's culture intentional? Do you have a team designed alliance and communication agreements with your staff? Do you view supervision time with staff and performance appraisals as opportunities to partner and learn your staff's goals and hopes for their clients/consumers/ students and their ideas for new ways to provide services or new programs that respond to unmet needs? Are these meetings an opportunity for your staff to tell you the resources and tools they need to do their jobs? High quality supervision + timely appraisals = strong supervisor/employee communication + reduced employee stress + insight and tools your employees need to maximize performance. This formula also improves workplace culture because unhappy employees often spend lots of time helping their coworkers remember their own complaints and frustrations! No workplace is perfect, but almost every workplace can be improved with conscious intent and time.

Effective supervision is also essential because there is no perfect hiring process. Too often, supervisors are promoted from within (which is good!) but receive little formal training (not so good!). Supervision can thus become a daunting task! Workforce development is critical to nonprofits, tribal organizations, and schools. Most HR professionals are appalled when they add up the true costs of employee turnover. When supervisory relationships are neglected, organizations can lose important staff positions *and* important feedback from the employees who work most closely with their students, consumers, and clients. The results are a loss of time, money, and input that could be invested to improve service delivery and organizational impact. Starting your supervisors off with high quality training decreases both the negative workplace morale that accompanies turnover and complaints about micromanagement.

Probationary evaluations and annual performance appraisals *vary widely* in how they are implemented within nonprofits, schools, tribal organizations, and local government. The common element is that these evaluations may get delayed for months or just dropped... sometimes for two or three years. The rationale given is "there's no time," while the reality is that "supervisors often **dread** them" and haven't been trained to do them well. This can result in miscommunication, unnecessary conflict, loss of productivity, and, employee exits.

Supervisory skills include the ability to effectively communicate with and advocate for employees, coordinate appropriate training, conduct evaluations, document performance, and assess whether employees are satisfied in their jobs and on track with performance expectations. The majority of supervisors want what's best for their organizations and staff, but often lack experience or are uncomfortable with direct communication and performance improvement feedback. Employees get frustrated when they don't receive enough of their supervisor's time and feedback.

**Intended Audience:** This workshop is appropriate for all staff charged with supervisory responsibilities, including supervisors, program managers, clinical directors, HR managers/ directors, and executive directors who want to provide high quality staff support while ensuring high quality service delivery. Maintenance supervisors, transportation coordinators, and financial services managers have also found this workshop valuable. Participants will learn to conduct effective performance appraisals and increase the level of direct communication with staff. The workshop will teach supervision, communication, and evaluation tools that can be adapted for different work environments.

**About Your Trainer:** Owner and trainer Rebecca (Becky) Schueller has three decades of experience working with national, urban and rural nonprofits, community groups, tribal organizations and small businesses. Becky has a passion for community development and believes strongly in capacity-building, supporting healthy organizational culture, and helping organizations plan & rethink their work. Please visit [www.bemidjiconsulting.com](http://www.bemidjiconsulting.com) for training opportunities, nonprofit resources, Becky's blog, and information on consulting & training services.

In 2018-19, Becky served as the Continuum of Care Coordinator for 12 counties in Northwest Minnesota, assisting with allocation of HUD funding for housing and homeless services. In 2018, Becky trained new grant writers and grants management staff for Leech Lake Tribal Development. Becky served as Executive Director for Evergreen Youth & Family Services in Bemidji for nearly 16 years (2001-2017). Evergreen's \$1 Million budget more than doubled during Becky's tenure and the staff grew from 20+ to 40+ members. After relocating to Minnesota in 1998, Becky developed the first *Catalog of Philanthropy* for the Northwest Minnesota Foundation, served as a Business Development Specialist for the Native American Business Development Center and worked for the Midwest Alliance of Sovereign Tribes in Cass Lake.

## Professional Endorsements

**Participant Feedback:** ♦ *"Literally everything was valuable. I have tools that I can use immediately to help make supervision more structured and purposeful. I can't wait to share this information with our administration."* ♦ *"Thank you so much for your time and all of the fantastically practical information you shared with us the past two days."* ♦ *"I gained confidence in having conversations and evaluations with staff"* ♦ *"I learned to be much more deliberate in my interactions with staff"* ♦ *"I loved the style in which you led the discussion"* ♦ *"You're extremely knowledgeable, and I really like your training style."*

*"Becky adhered to a team model and encouraged healthy debate and consensual decision-making among the board of directors, Management Team, and program staff. She cultivated her colleagues' strengths and delegated tasks to achieve great outcomes. She directed our organization with transparency and high professional standards."*

**Bob Enger, Evergreen YFS Board Chair/NW Minn. Legal Services**

**Mary Auger, Evergreen YFS Immediate Past Board Chair & Community Representative**

*"It was an honor to work for Evergreen and to have Becky as my supervisor. Becky met with me weekly to encourage my growth and to help me effectively manage the Recovery House Program. She had a way of giving me the confidence to manage difficult circumstances. As a result, I was able to undertake and accomplish issues that initially seemed daunting."*

**Randy McKain, M.Ed., L.S.M., Program Director of Addictions Counseling & Youth Ministry, Oak Hills Christian College**

❖ **Rebecca Schueller Training & Consulting, LLC** ❖

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