Leadership on the Front Lines, Part 2:
The Essential Role of Supervisors in EBP Implementation
What We’ve Learned

- Supervisors are the keystone of system change: they heavily influence culture and operations
- Change efforts often focus on senior leadership and frontline staff
Focus on Supervisors

- Supervisors must be jacks-of-all-trades in EBP implementation: change leaders, managers, and operational mentors.

- Supervisors need additional support in the “hard skills” of EBP and the “soft skills” of managing reform.

- EBP implementation efforts in Maricopa County, Arizona and Orange County, CA have focused on building capacity in frontline supervisors.
Focus on Competencies

Competencies are:
The knowledge, skills, behaviors, personal attributes and other characteristics that are associated with or predictive of superior job performance.
Integrated Competency Model
(CPS Human Resource Services)

1. Employee Recruitment
2. Employee Selection
3. Performance Management
4. Professional Development
5. Employee Retention
6. Succession Planning

COMPETENCIES
What are the competencies needed for superior supervisors in an evidence-based organization?
Orange County Supervisor & DPO Competencies
Using Evidence Based Measures in the Performance Management Process
Orange County Competencies

Important Considerations
- Demographics
- History of Performance Evaluations
- Players
- Focus Groups
- Triple layer participation
Orange County Competencies

Process
- Focus Groups
- Superior performer is the target
- Melding of competencies to meet particular needs
- Review process
Orange County Competencies

Future

- Linkage to QAS
- Continued support during initial year of implementation
- Institutional and Professional Staff
- Dance around the circle
Maricopa Supervisor Competencies

Using Evidence Based Measures in the Promotional Process
Maricopa Supervisor Competencies

Previous Process:
- Introductory Packet
- Structured Interview
- In Basket Exercise
- BPAD
- Candidate review
Maricopa Supervisor Competencies

New Process:
- Briefing Packet to Candidates
- Behavioral-Based Interview
- Qualitative / Quantitative Exercise
- Scoring on Competencies & Key Elements
- Candidate review of processes and scoring
Lessons:
- Self vetting / data exercise?
- Is EBP theory reaching line staff?
- Process less taxing on the interviewers
- Process was much more efficient
Purpose:

- Prepare first line supervisors as change leaders
- EBP focused Leadership
Supervisor’s Leadership Academy

Selection process:
- Self selection with manager approval
- Ideal candidate
- Learning commitment
Supervisor’s Leadership Academy

Curriculum:
- Six 2 day modules
- EBP infused
- Incorporates multiple learning modes (including homework)
- Leadership Library
Future:
- Transition from External Expert to Insiders/Co-Facilitators
- Second cut of candidates
- Fireside chats
- Regionalization
- Alumni support, reunions
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