

Supporting New Workers: Evidence-Informed Strategies for Those in Supervisory Roles



Penny Putnam Collins



Michelle Graef, PhD
Project Director



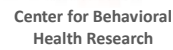
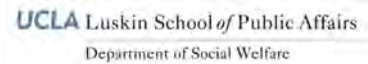
Megan Paul, PhD
Workforce Team Lead



Martin Hall, PhD

**BUILDING KNOWLEDGE TO STRENGTHEN
THE CHILD WELFARE WORKFORCE**

Quality Improvement Center for Workforce Development 2016 – 2023 Cooperative Agreement



Develop and
test promising
workforce
interventions

Synthesize
workforce
research

Identify and
publish
workforce
trends

Help sites
adopt best
practices in
continuous
workforce
development

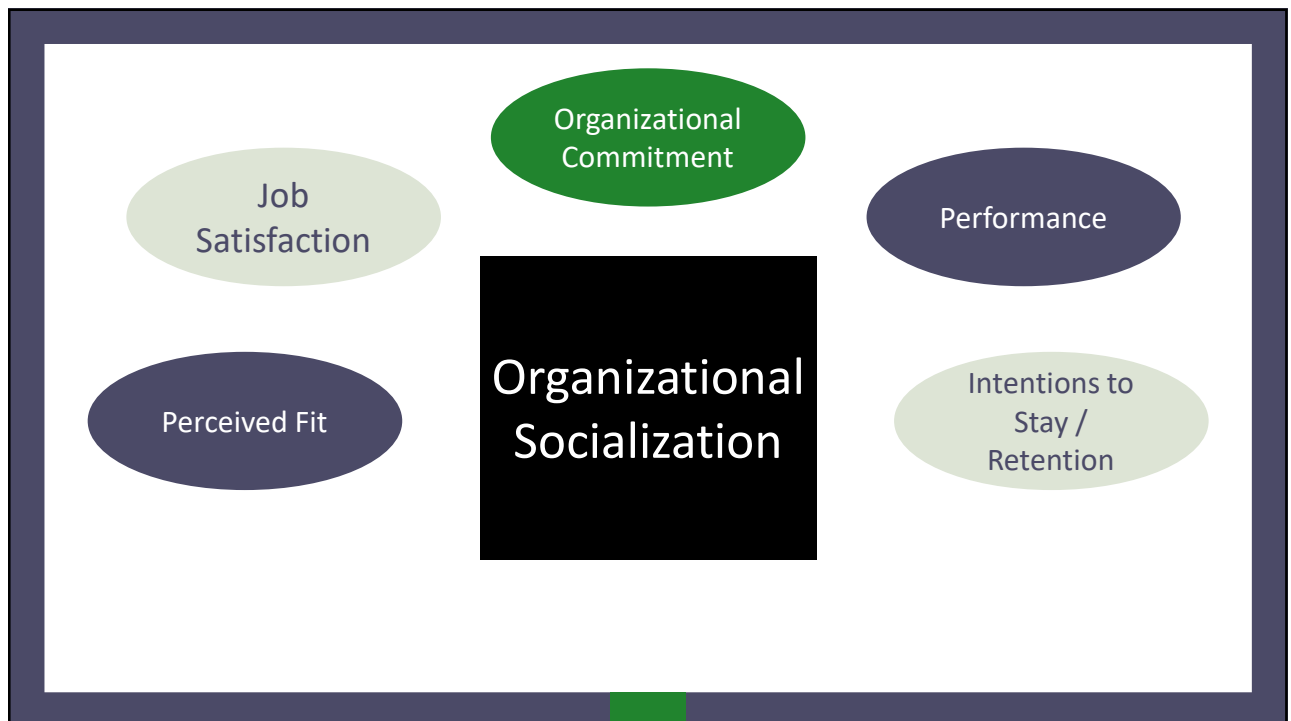
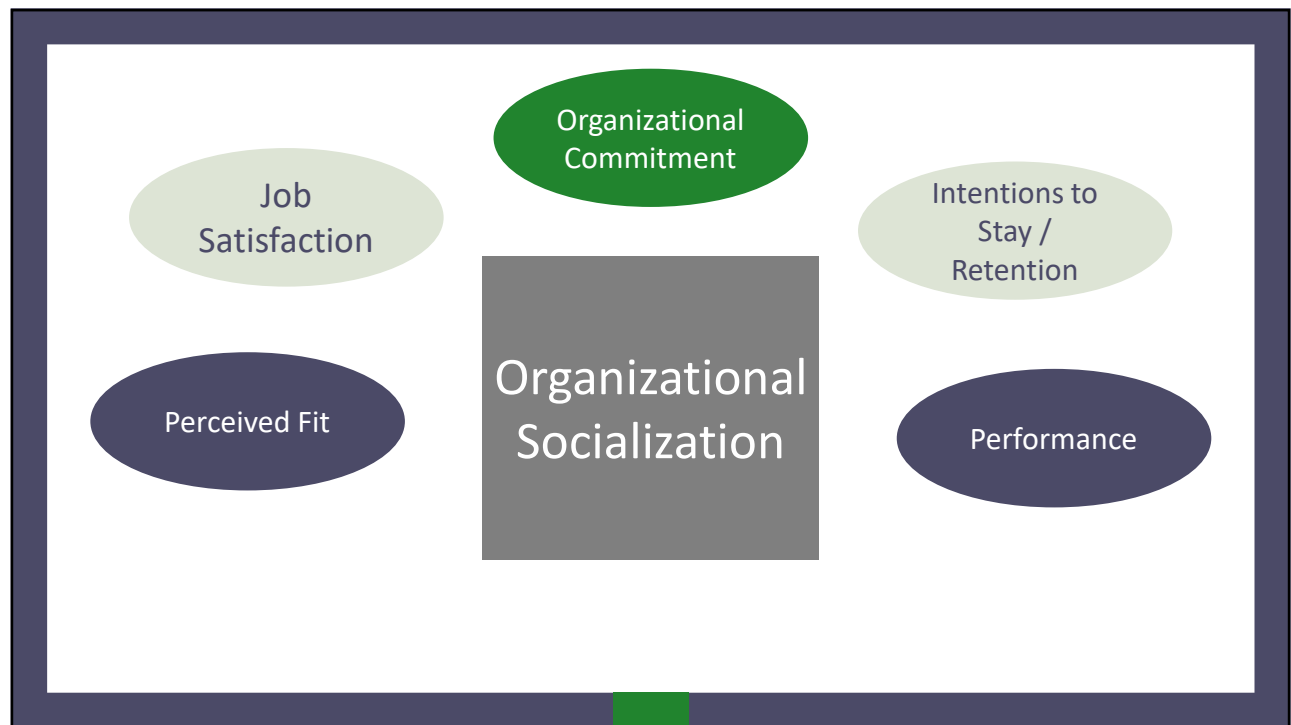
Improve
outcomes for
the children &
families
served
through
workforce

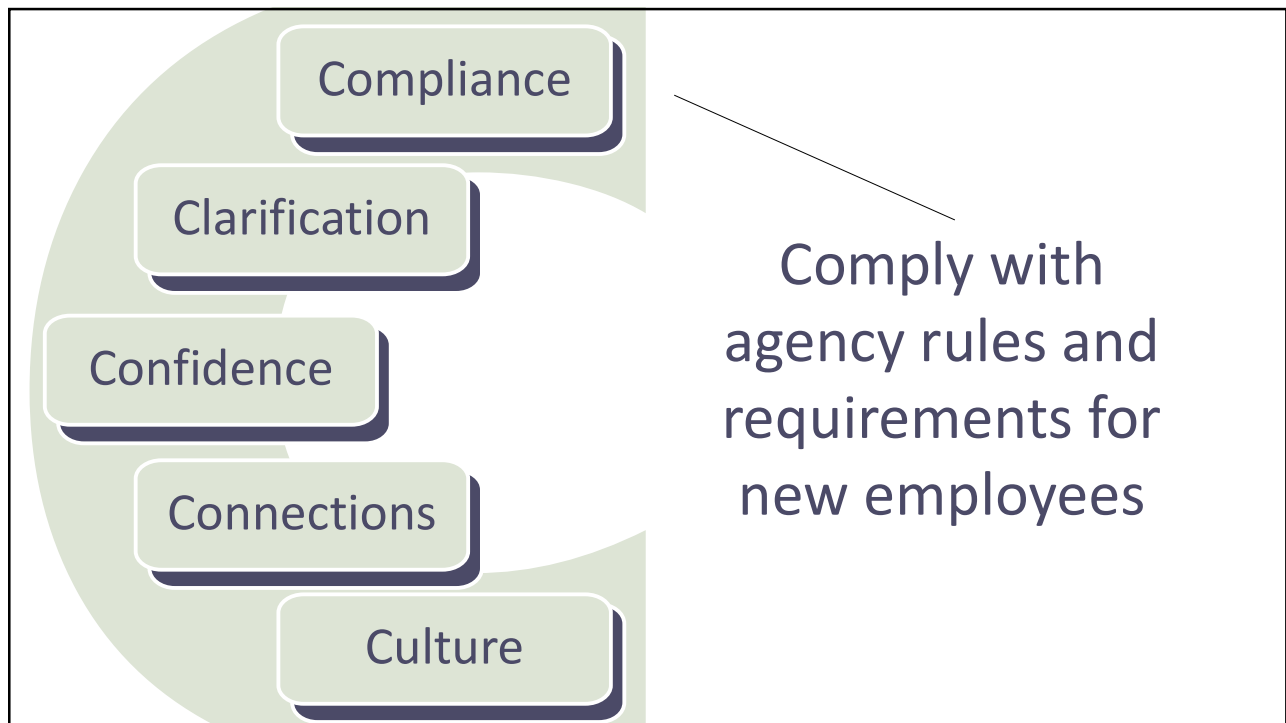
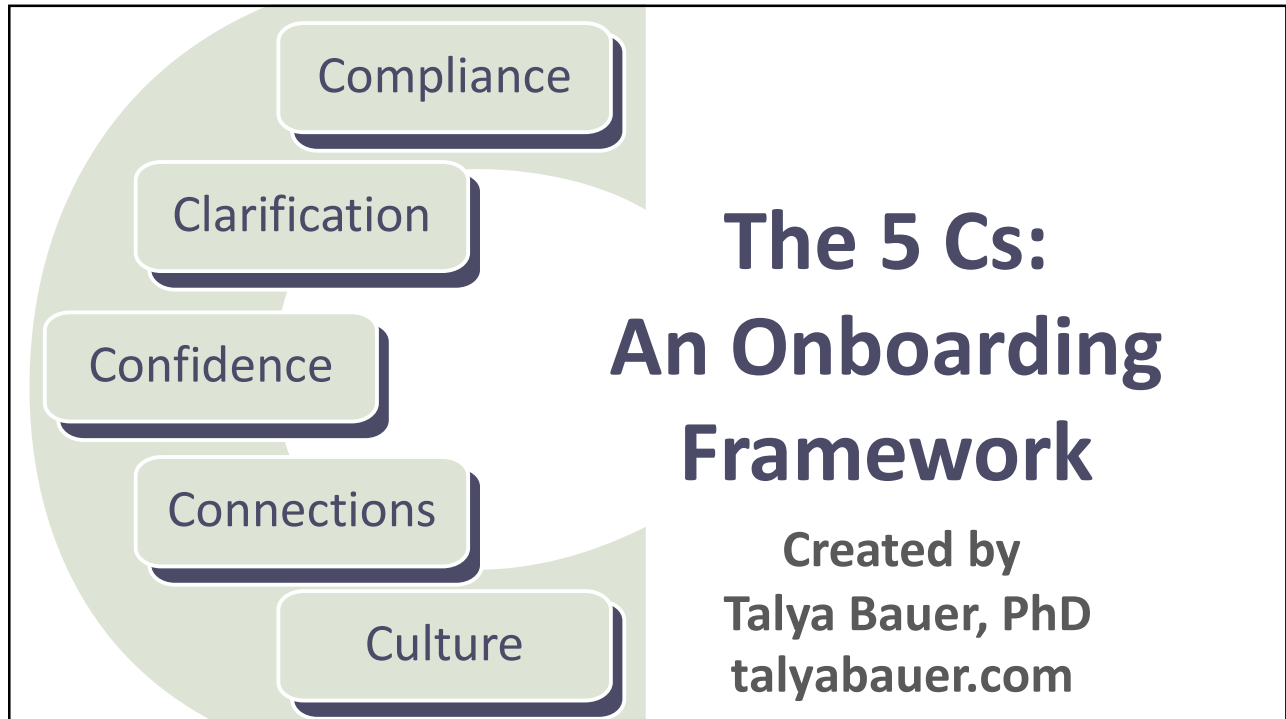


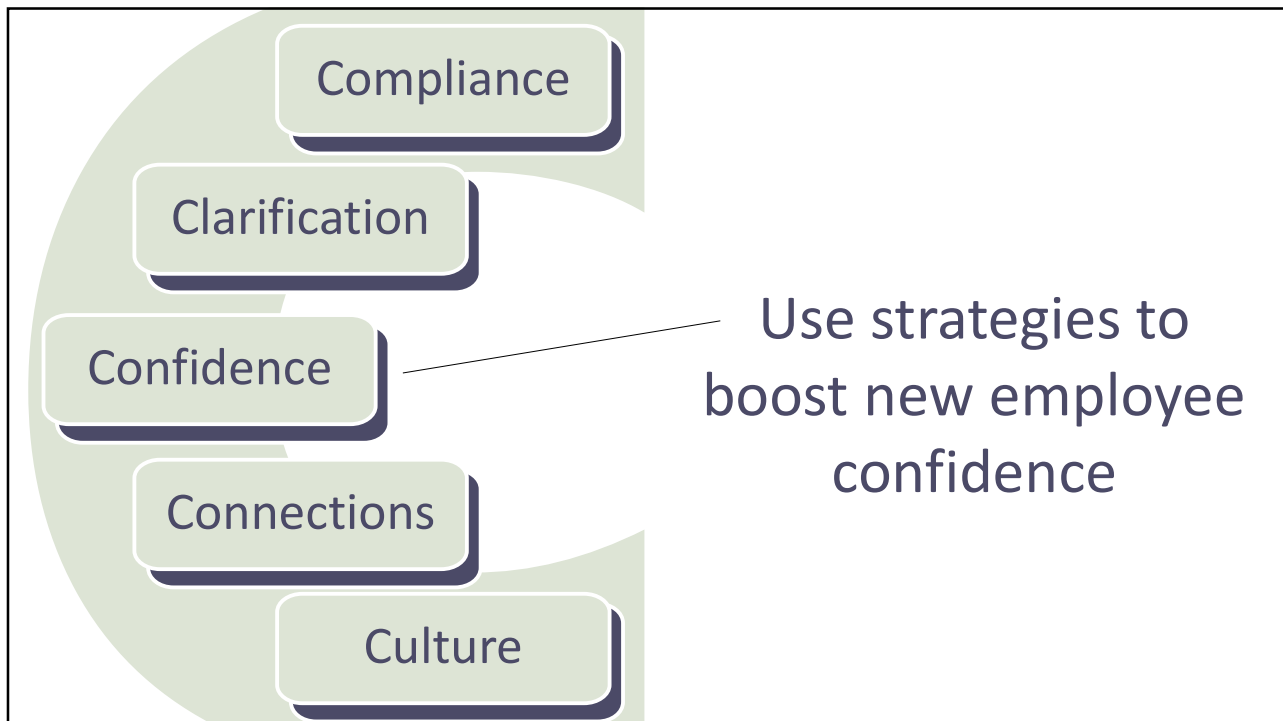
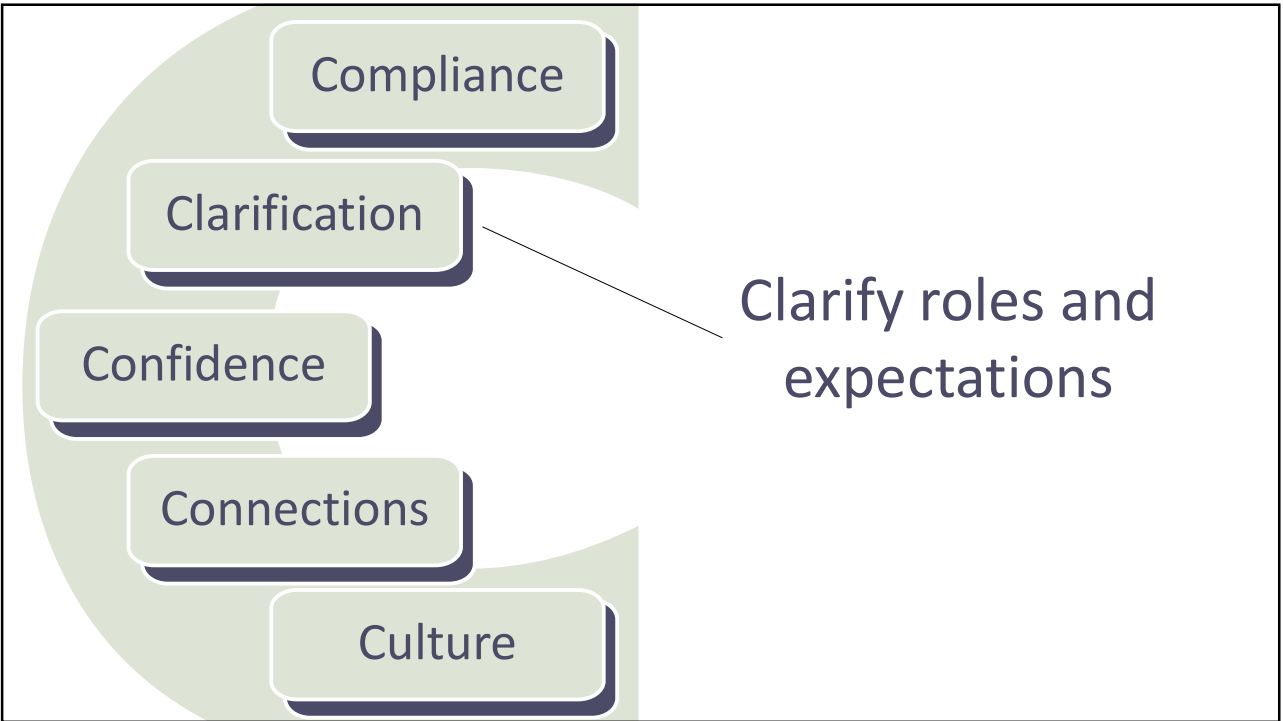
**How do we support new
employees?**
- *Anonymous*

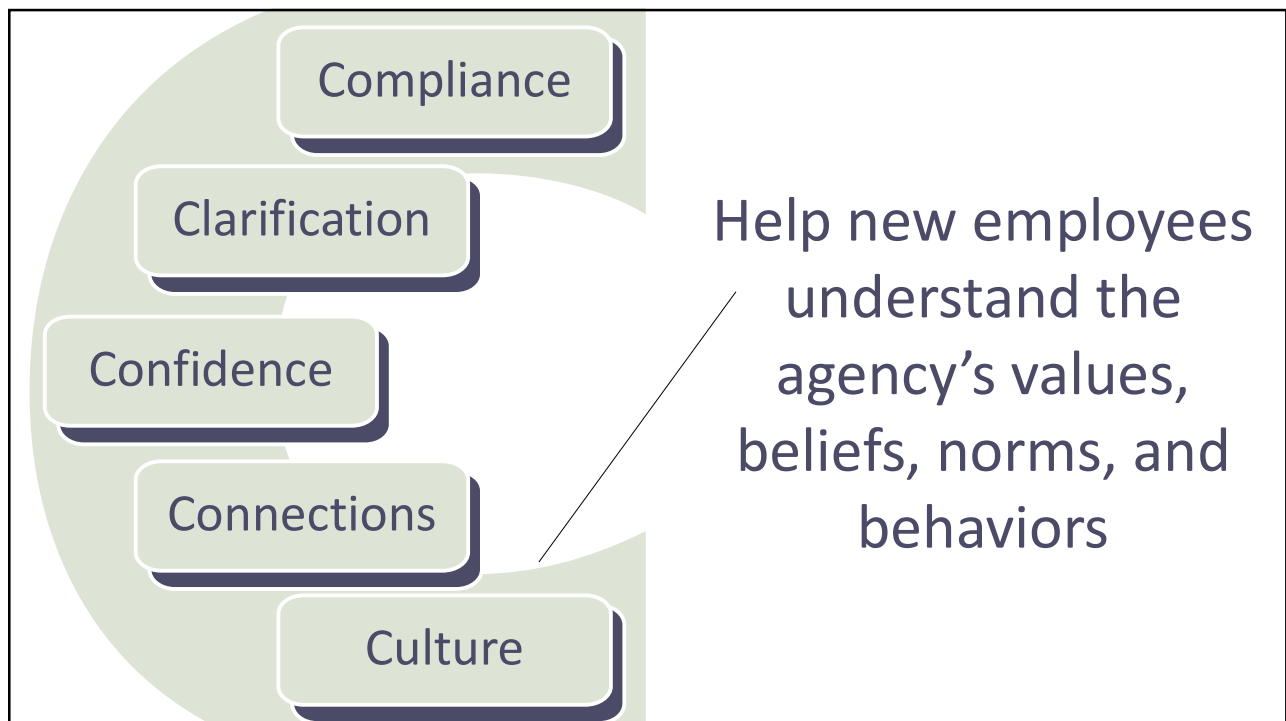
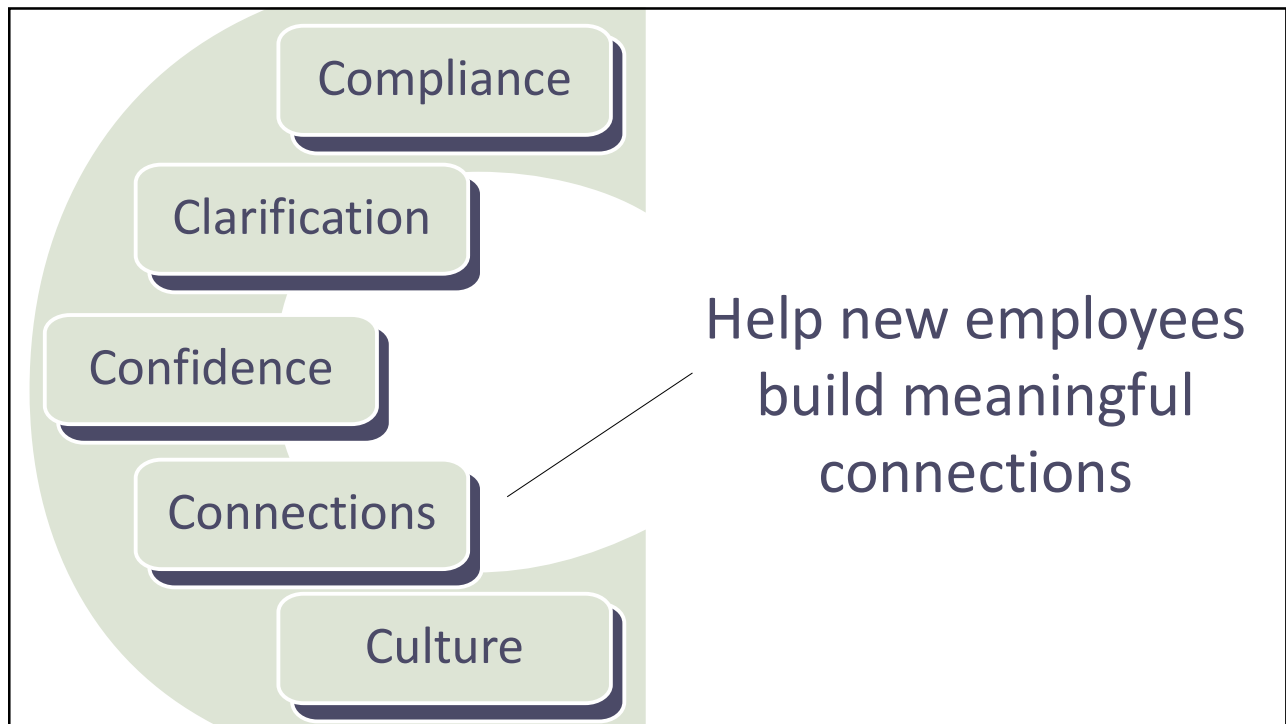
Onboarding (also called *organizational socialization*) is “the process by which newcomers make the transition from being organizational outsiders to being insiders”

~ Bauer et al., 2007









Compliance



- | | | |
|-----------------------------|-----------------------------|-------------------|
| ✓ HR paperwork | ✓ Chair | ✓ Printer set-up |
| ✓ Identification card/badge | ✓ Name plate | ✓ Accounts/logins |
| ✓ Keys | ✓ Office supplies | ✓ Parking |
| ✓ Office space | ✓ Computer & other hardware | ✓ Cell/desk phone |
| ✓ Clean desk | ✓ Software | |

**How can we best prepare the
workforce to expect what they will
experience in CWS?**

- Kim, San Diego Health and Human Services

Clarification

- Job announcement—clear description of role, duties, and responsibilities in plain language
- Realistic job preview—representative depiction of duties, challenges, rewards, and preparation
- Training preview—overview of content, structure, methods, duration

Clarification

- Policies and procedures are clearly written, well organized, and easily accessible
- Supervisor Expectations
 - What do I expect from you? What can you expect from me?
 - General (e.g., communication, schedule, leave, work style)
 - Specific (e.g., tasks, daily)

COLLABORATIVELY: Personalized Case Consultation Guide

Workers are expected to consult their supervisors for direction and guidance when important decisions need to be made. This is to assure consistent application of Department policy and the consideration of as many factors and ramifications as possible. The intent of this worksheet is to help you clarify when and how case consultation is to be carried out. Please collaborate with your supervisor in completing it.

When should I get consultation?

Mandatory consultation points

These are situations in which consultation with your supervisor must occur.

Recommended (but not mandatory) consultation

- The supervisor or team should be contacted for case consultation whenever you:
 - are unclear about how to make the proper case decision in light of statute or policy guidelines;
 - believe that more expertise or a different perspective would improve the quality and/or timeliness of a case decision;
 - need to update the supervisor on case progress, lack of progress, or other significant issues.
- If you are unclear about whether to seek case consultation, you should plan to err on the side of caution (i.e., by seeking consultation), especially during the early stages of employment.

How do I arrange consultation?

- Mandatory consultation often will require impromptu contact with the supervisor.
- Non-mandatory case consultation often can be done on a pre-scheduled basis (e.g., through weekly meetings with the supervisor).
- To pre-arrange for case consultation, my supervisor would like me to _____

What should I do if my supervisor is unavailable for consultation?

- If my supervisor is temporarily out of the office, I can contact him or her via _____
- If my supervisor is not available and I need consultation, I should consult with _____

How should I prepare for case consultation?

- Become familiar with the facts of the case.
- Read relevant statute, policy, and policy memos.
- Prepare questions to be addressed during consultation.
- To further prepare for case consultation, my supervisor would also like me to _____

To pre-arrange for case consultation, my supervisor would like me to _____

If my supervisor is temporarily out of the office, I can contact him or her via _____

If my supervisor is not available and I need consultation, I should consult with _____

To further prepare for case consultation, my supervisor would also like me to _____

Clarification

- Evidence-based training practices
- Constructive feedback
- Ongoing coaching

Confidence

- More specifically...**Self-Efficacy**
- People's beliefs about their ability to accomplish something specific, to succeed in a particular situation

Development of Self-Efficacy

Physiological and Affective States

Our perceptions and interpretations of our own emotional and physical reactions shape how we feel about our personal abilities in a particular situation

Social Persuasion

Verbal encouragement from others that we have the skills and capabilities necessary to succeed



Mastery Experiences

Performing a task successfully is the most effective means of developing self-efficacy

Social Modeling

Witnessing other people similar to oneself successfully completing a task

~ Bandura, 1986

Confidence

Mastery Experiences

- Simulations and role plays in training
- Early on-the-job task assignments

Social Modeling

- Demonstrations by experienced workers or trainers
- Job shadowing

Confidence

Social Persuasion

- Verbal encouragement from supervisor – you have the skills and I have tools to support your success
- Teaming structures – coworkers available to provide supports (e.g., CWTS position in LA)

Psychological Responses

- Learn how to interpret emotional and physical reactions to the work (e.g., Resilience Alliance)

Connection

Support from existing employees is a strong predictor of *positive work outcomes* among new employees (Saks et al., 2007)

The more connections employees have in the organization, the more likely they are to have *positive work outcomes* (Jiang et al., 2012)

Connection



- **People need to feel like accepted members of the organization**
 - Certain personality characteristics help (e.g., proactive personality; extraversion)
- Organizations should foster connections between new and experienced employees

Connection



Strategies:

- Use established organization members to guide and nurture new employees
- Provide positive, consistent feedback on new employees' performance
- Create opportunities for informal social interactions
- Job shadowing



Children's
Bureau

i. Intake/Investigations Shadowing Guide and Debrief

Shadowing an experienced Family Safety social worker from each unit performing specific tasks is standard practice and has been shown to support recently hired staff in learning policies and procedures in active practice, learn about communities, begin engagement with key individuals across the Boundary, and observe culturally-responsive social work practice.

Family Safety workers who have shadowed an experienced social worker as part of their orientation for their position have repeatedly spoken of its great value. To maximize your learning we offer the following 'big picture' questions to consider throughout your initial weeks with Family Safety.

- What is the nature of the work of this agency?
- What population does this team work with?
- What are the roles, functions, and responsibilities of the staff?
- What is the structure of the team?

[illegible]

What's Working?

Self-Assessment



Employee Feedback



Formal Assessment



What's Working?

Newcomer Socialization Questionnaire Haueter et al., 2003

- I know the structure of the organization
- I understand the internal politics within this organization
- I understand which job tasks and responsibilities have priority
- I know when to inform my supervisor about my work

Formal Assessment



What's Working?

Organizational Socialization Questionnaire Chao et al., 1994

- I believe most of my coworkers like me
- I do not consider any of my coworkers as my friends (R)
- I believe I fit in well with my organization
- I support the goals of my organization

Formal Assessment



Hall, M., & Paul, M. (2020, September 2). Umbrella summary: Organizational socialization. Quality Improvement Center for Workforce Development. <https://www.qic-wd.org/umbrella/organizational-socialization>



www.qic-wd.org



@QICWD

Sign up for our newsletter!



References

- Bandura, A. (1986). Self-Efficacy. In Social foundations of thought and action: A social cognitive theory (pp.390-453). Englewood Cliffs, NJ: Prentice Hall.
- Chao, G. T., O'Leary-Kelly, A., Wolf, S., Klein, H., & Gardner, P. (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, 79, 730–743.
- Haueter, J. A., Macan, T. H., & Winter, J. (2003). Measurement of newcomer socialization: Construct validation of a multidimensional scale. *Journal of Vocational Behavior*, 63, 20–39.
- Jiang, K., Lu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97, 1077–1096.
- Saks, A., Uggerslev, K., & Fassina, N. (2007). Socialization tactics and newcomer adjustment: A meta-analytic review and test of a model. *Journal of Vocational Behavior*, 70, 413–446.

