

University of Iowa School of Social Work and  
The National Resource Center for Family Centered Practice

In partnership with the  
Iowa Department of Human Services

# Committed to Excellence Through Supervision



Funding for this project was provided by the Children's Bureau, Administration on Children, Youth and Families, Administration for Children and Families, U.S. Department of Health and Human Services, Grant #90CT0111. The material presented in this document represents the views of the authors, not necessarily of the funding agency. © Copyright 2009 The University of Iowa

Committed to Excellence in Supervision

Module V:  
Promoting Safety and Resilience  
Module VI:  
Leadership Skills  
for Child Welfare Supervision

---

**Developed by**

Lisa D'Aunno, JD  
Bonnie Mikelson, ACSW, LISW  
Scott Easton, MSW

**With contributions by:**

Debbie Black, Nancy Graf, Miriam Landsman, MSW, PhD

**The National Resource Center for Family Centered Practice  
University of Iowa School of Social Work**

**A special thanks to the following individuals for their contribution to the creation of the content and activities of Module V:**

**Iowa DHS Training Committee 2008**

**Council Bluffs Area:** Mary Jo Rehm, Carol Gutchewsky; **Cedar Rapids Area:** Nancy Beckman; **Des Moines Area:** Mary Ellison, Krista Hickie, Patty McAndrew, Kris Purvis, Wendy Rickman; **Dubuque Area:** Wendy Woodhouse, Tiffany Sager; **Sioux City Area:** Pat Anderson, Betty Pratt, Ellen Picray, Melissa Ohden; **Davenport Area:** Lynn Bell; **Ames Area:** Ken Riedel, Doug Koons, Jay Stanish, Lori Devilder; **Waterloo Area:** Jess Kayser; **Contractor Representatives:** Mary Jo Beckman, Beth Smith, Kim Hanson; Kathi Scott; Shelly Ramus; Lori Mozena; **Central Office:** Trisha Barto, Randy Henderson, Susan Godwin, Krys Lange, Sandy Lint, Jane Kieler, Mindy Norwood, Holli Miller, Tony Montoya, Margie Poorman, Amber Tolzin, Jan VonArb, Cheryl Zach, Gary Hoxmeier; **Transition Planning Specialists:** Kathy Berns, Teresa Sea; **SBT Liaison:** Ken Riedel; **Grant Oversight Representatives:** Miriam Landsman, Lisa D'Aunno, Sue Strever, Carol Behrer

University of Iowa School of Social Work and  
The National Resource Center for Family Centered Practice

In partnership with the  
Iowa Department of Human Services

# Committed to Excellence Through Supervision



Funding for this project was provided by the Children's Bureau, Administration on Children, Youth and Families, Administration for Children and Families, U.S. Department of Health and Human Services, Grant #90CT0111. The material presented in this document represents the views of the authors, not necessarily of the funding agency.

Committed to Excellence in Supervision

Module V:  
Promoting Safety and Resilience  
Module VI:  
Leadership Skills  
for Child Welfare Supervision

---

**Developed by**

Lisa D'Aunno, JD  
Bonnie Mikelson, ACSW, LISW  
Scott Easton, MSW

**With contributions by:**

Debbie Black, Nancy Graf, Miriam Landsman, MSW, PhD

**The National Resource Center for Family Centered Practice  
University of Iowa School of Social Work**

**A special thanks to the following individuals for their contribution to the creation of the content and activities of Module V:**

**Iowa DHS Training Committee 2008**

**Council Bluffs Area:** Mary Jo Rehm, Carol Gutchewsky; **Cedar Rapids Area:** Nancy Beckman; **Des Moines Area:** Mary Ellison, Krista Hickie, Patty McAndrew, Kris Purvis, Wendy Rickman; **Dubuque Area:** Wendy Woodhouse, Tiffany Sager; **Sioux City Area:** Pat Anderson, Betty Pratt, Ellen Picray, Melissa Ohden; **Davenport Area:** Lynn Bell; **Ames Area:** Ken Riedel, Doug Koons, Jay Stanish, Lori Devilder; **Waterloo Area:** Jess Kayser; **Contractor Representatives:** Mary Jo Beckman, Beth Smith, Kim Hanson; Kathi Scott; Shelly Ramus; Lori Mozena; **Central Office:** Trisha Barto, Randy Henderson, Susan Godwin, Krys Lange, Sandy Lint, Jane Kieler, Mindy Norwood, Holli Miller, Tony Montoya, Margie Poorman, Amber Tolzin, Jan VonArb, Cheryl Zach, Gary Hoxmeier; **Transition Planning Specialists:** Kathy Berns, Teresa Sea; **SBT Liaison:** Ken Riedel; **Grant Oversight Representatives:** Miriam Landsman, Lisa D'Aunno, Sue Strever, Carol Behrer

**Supervision Training Schedule**  
**“Committed to Excellence through Supervision”**

**Modules V & VI**

**Module V: Promoting Safety and Resilience**

**Module VI: Leadership Skills for Child Welfare Supervision**

Day One (8:30 am - 4:30 pm)

Welcome (8:30 am)

Complete evaluation instruments

Introduction and overview of agenda

Rewards and frustrations of child protection work

Recent research (job satisfaction and turnover)

**Break (10:00-10:15 am)**

Group discussion & activity: service orientation

More recent research (retention, productivity, and job satisfaction)

General Model of Stress and Resilience

- reactions to stress
- 1<sup>st</sup> self-care exercise
- sources of stress

**Lunch break (12:00-1:00 pm)**

Burnout

Resilience

Managing stress

- General strategies
- Small-group (table) activity: Workplace Action Continuum

**Break (2:30-2:45 pm)**

2<sup>nd</sup> self-care exercise

Leading Positive Change

Evaluations

## Day Two (8:30\* – 4:00 pm)

\***Breakfast**/complete evaluation instruments (8:00-8:30 a.m.)

Leading Positive Change continued

Daily exposure to trauma: secondary trauma

- Definitions & symptoms
- Risk factors
- Intervention & Prevention

Break (10:30-10:45 am)

Promoting Workplace Safety

**Lunch (12:00-1:00 pm)**

Crisis intervention

- overview of critical incident debriefing
- Group Discussion: How does your unit respond?

3rd self-care exercise

Break (2:15-2:30 pm)

Managing external relations: public and community

Individual and unit development plans (return unit & worker data)

Evaluations

**Departure (4:00 pm)**

## Meet the Training Staff and Presenters

**LISA D'AUNNO, J.D.**, is Director of Training for the National Resource Center for Family Centered Practice. Lisa develops and coordinates educational programs for social service and non-profit organizations throughout the United States. Lisa has 23 years of child welfare experience as an attorney, clinical professor of law, trainer, and program administrator in Michigan and Illinois. As Director of Best Practice for the Office of the Inspector General, Illinois Department of Children and Family Services in Chicago, she managed the implementation of a number of interdisciplinary field tests to improve practice with families. Lisa has taught law and social work at the University of Chicago School of Social Services Administration as well as child advocacy at the University of Michigan Law School. As an attorney, she represented parents and children and prosecuted a number of complex termination of parental rights cases. Over the years, Lisa has trained over 8,000 social workers, lawyers, and judges in subjects including ethics, management skills, legal aspects of child maltreatment, courtroom skills, liability in human services, and interdisciplinary decision-making.

**SCOTT EASTON, LMSW**, is a Research Assistant in the Training Department at the National Resource Center for Family Centered Practice. He earned a BA in government from Harvard University and an MSW from the University of Iowa School of Social Work. Currently he is a second year Ph.D. student in social work at the University of Iowa. His research interests are child abuse, substance abuse, aging, and mental health.

**BONNIE MIKELSON, ACSW, LISW** is an experienced consultant, trainer, and therapist, currently in practice with Mercy Psychiatric Services of Central Iowa in Des Moines. She received her M.S.W. From the University of Iowa in 1977 and has specialized in the areas of family therapy, mental health, teaching, training, and supervision. Ms. Mikelson's years of experience as a trainer includes curriculum development and revision for NRC and other organizations, as well as presentations at state and national conferences for family development, child abuse and neglect, community action, workforce development, state welfare and child protection. Ms. Mikelson's areas of expertise include welfare to work, family development, family support, supervision, management, systemic consultation, health and wellness for workers and managers, and curriculum development for specialized trainings.

## **Committed to Excellence through Supervision Training**

### **Module V: Promoting Safety and Resilience**

### **Module VI: Leadership Skills for Child Welfare Supervision**

(Leading Positive Change;

Managing Public and Community Relations)

**Length of Time:** Two six and one-half hour days

**Major Content:**

- Individual and organizational factors of resilience
- Current literature on worker retention, secondary trauma and compassion fatigue
- Responding to critical incidents
- Strategies for promoting self care
- Leadership during organizational transformation
- Managing public and community relations

**Learning Objectives:**

- Review findings on supervisors' role in retention of child welfare staff
- Acknowledge origins and consequences of work-related stress
- Understand organizational factors that contribute to resilience, including role of supervisor
- Apply workplace techniques to monitor promote factors of resilience
- Handle crises externally effectively, efficiently, and sensitively
- Handle crises internally effectively, efficiently, and compassionately
- Promote organizational mission effectively within community; manage public relations community relationships in a way that promotes collaborative relationships and community support of child protection
- Support staff in assessing danger when working with clients
- Identify and intervene with staff who are experiencing prolonged compassion fatigue
- Develop creative strategies for resilience (e.g., peer support and team building)

**Relevant Supervisor Competencies:**

- Understands the origins and consequences of work-related stress and models coping skills to manage such stresses
- Recognizes indicators of potential danger and employs strategies to enhance staff safety on the job
- Coaches and models how to maintain professional boundaries when working with clients
- Promotes peer support and team building with peers
- Understands the importance of professional collaboration, as needed; and requests assistance appropriately
- Promotes staff resilience and healing in managing the difficult work
- Deals effectively with emotional needs around the many issues of crisis and utilizes the Crisis Response Protocol

Relevant Supervisor Competencies, cont.:

- Effectively deals with stakeholder complaints
- Promotes organizational mission effectively with a variety of community entities
- Works effectively with media to build positive relations and maintain open communications
- Understands how to advocate effectively and appropriately for agency and community resources.