

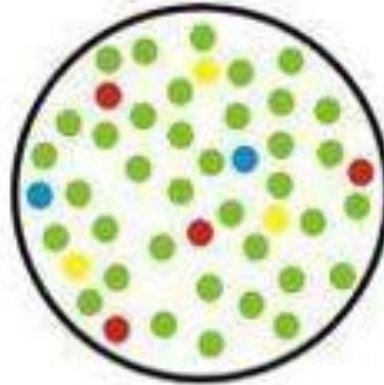
Supervision to Promote Integration and Inclusion

Dori Hutchinson, Sc.D
Center for Psychiatric Rehabilitation
NYAPRS

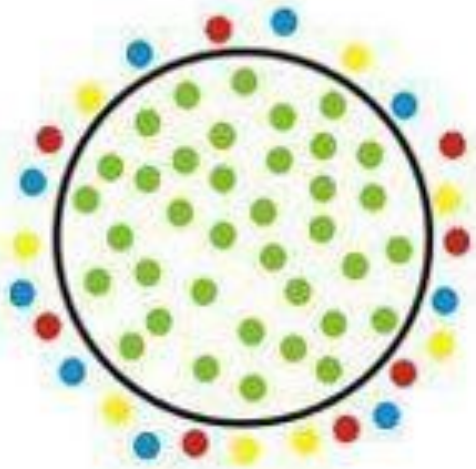
Orientation and Review

- Introductions
- What are your challenges in promoting/experiencing inclusion and integration at your workplace?
- What are your experiences with supervision as a process to promote inclusion and integration?

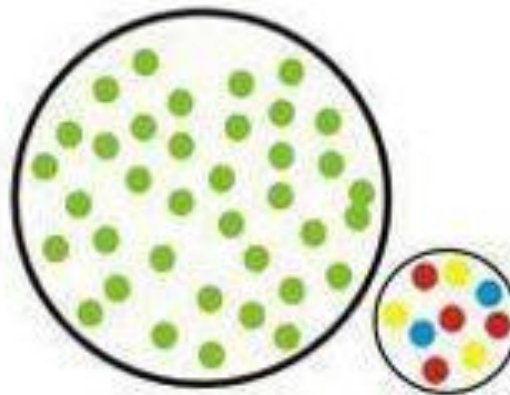
What is Inclusion?



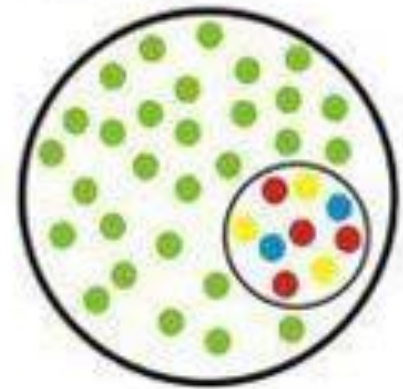
Inclusion



Exclusion



Segregation



Integration

Creating an Inclusive Workplace

- Talking about it only results in talking about it
- Translating concepts into actions
- Adapt reliable, tested models
 - **Wellness Council of America**
 - Creating wellness within all aspects of organizations
 - Wellness model as infrastructure for inclusive supervision



An Inclusive Work Culture

- Is committed to the inclusion of people with differences as colleagues at all levels of the organization.
- Allocates human resources to ensure the development of an inclusive work culture.
- Implements supervision strategies to develop, nurture, strengthen and sustain all employees as valued and effective members of the workforce.
- Fosters the development of a **resilient** work force through the use of effective inclusive-oriented supervision.

The Seven C's

- **1. Capture** senior-level support.

A commitment from the top is critical to the success.

- Understand the benefits of supervision for both the employees and the organization
- Put funds towards development, implementation and evaluation.
- What competitors are doing?
- Managers who “walk the talk” and model initiatives and activities will go a long way to motivating others to engage.

- **2. Convene** a supervision team.

All teams should include a cross-section of potential participants.

- Teams should include individuals who will have a role in supervision infrastructure development, implementation and evaluation.
- Promote broad ownership of the program and more innovative ideas.
- Supports “buy in” from both management as well as junior staff
- Respond to the needs of all potential levels of workforce

Seven C's

- **3. Collect** data that evaluate your supervision initiatives.
Collect data to help assess & monitor supervision processes.
- Use findings to guide process.
- What works?
Doesn't?
- What is it costing?
- **4. Craft** a supervision strategic operating plan.
Identify specific, measurable short-and long-term goals and objectives.
- A written plan also provides continuity when there are workforce changes
- Is instrumental determining whether the process is achieving goals, objectives
- Timeline for major initiatives

Seven C's

- **5. CHOOSE** appropriate supervision strategies & initiatives.

Strategies chosen to promote inclusive supervision should flow naturally from your mission, data & other sources.

- Address unique factors among your workforce
- Align with what both management and employees want from the programs and/or initiatives.

- **6. CREATE** a supportive environment.

Provide managers and employees with encouragement, opportunity, & rewards.

- Inclusive supervision is a culture that promotes growth, advancement
- Includes members of the workforce in every aspect of the process, its implementation, and evaluation.

Seven C's

- **7. Consistent**
evaluation of
successes & obstacles.
Take close look at program
goals and objectives to
determine whether you
achieved your desired
results.
- Evaluation allows you
celebrate goals that have
been achieved and to
discontinue or change
ineffective strategies
and/or initiatives.



Supervision as the Process....

INSPIRE

Benefits of Inclusive-Oriented Supervision

- Support for employees
- Forum to discuss issues
- Improved communication
- Improved job satisfaction
- Improved job performance
- Improved work culture
- Improved employee retention
- Improved outcomes for agency or program

Inclusive Strategy=Strengths-Based Supervision

Acknowledging and recognizing employee's strengths in supervision is a critical process that helps build a collaborative relationship.

Sharing your concrete observations of what the employee does well on the job and the aspects of their personhood and character that are strengths in the work environment, fosters confidence and resiliency.

This is an approach that works well with all employees, but particularly employees with disabilities who have possibly been out of the workforce for some time.

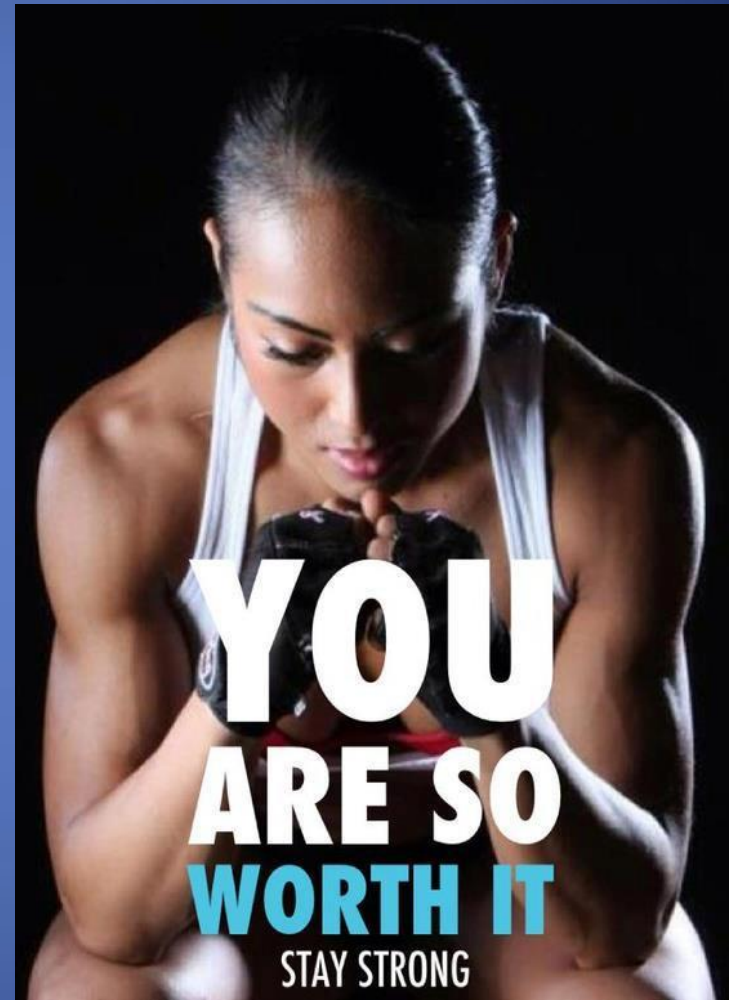
Tips for Supervision that promotes inclusion

- Ask about and Modify your supervision according to the person's experience with past supervisors and past work environments.
- Develop a partnership rather than an authoritative relationship.
- Take an inquisitive stance ...seek to learn about and appreciate the person's unique diversity.
- Consider using the “Continue-Start-Stop” framework to empower employees around work performance and career development.

Supporting Well-being

An inclusive-oriented supervisor promotes the resilience of employees by identifying sources of stress, work-life conflicts and health issues that impair work performance, resilience and confidence.

Supervisors assist employees to navigate, adapt, and cope through self-care so that their well-being remains a personal resource for successful employment



Developing Workplace Self-Care For All

Supervisors support and model healthy workplace coping strategies to employees.

Supervisors assist employees to problem-solve and choose realistic self-care strategies to minimize or eliminate the stress.

Strategies might include:

- Encouraging/modeling healthy limit setting.
- Prioritizing daily tasks of employees to help manage workload.
- Assigning mentors to new employees to foster connections.
- Asserting the importance of the lunch hour as time off.
- Scheduling regular check-in times with supervisors.

Workplace Inequities

- Workplace inequities are subtle slights based on race, ethnicity, culture gender, class, age or disability that are used consciously or unconsciously whenever people are perceived to be different.
- They are expressed by words, treatment, tone of voice or gestures.
- They erode worker morale and put people on the defensive.
- They are barriers to inclusion and integration.

Dismantling Inequities in the Workplace

- Supervisors assist employees to name, respond to, and eliminate any inequity in the work environment that may impede successful job performance,, inclusion and integration.
- **Exclusionary messages** are prevalent in all work environments. They can be small and unintentional, but they can cause employees to feel marginalized, stressed, and disempowered.
- Co-Workers may observe that people with disabilities appear to receive special treatment and this can cause feelings of resentment, jealousy and anger that then play into how people with disabilities are treated in the workforce.

Inequities in the Workplace

Examples

- Colleagues with disabilities are provided separate supervision from other employees.
- Staff “tolerate” people with disabilities, people of color, people who identify as LGBTQ, people of differing ethnicities on the staff, but don’t include them in work/social events.
- Staff complain to each other and to their supervisor that the employees with differences get “special” or “unfair” treatment in the workplace, or they got the job because of Affirmative Action.
- Stereotypes of people with differences are tolerated. These are the source of jokes at staff meetings.
- People ask disrespectful questions and comments....ie. To the employee who identifies as LGBTQ and is having a baby, “ how did that happen?”
- Language used is disempowering and disrespectful (i.e. fag, raghead, “crippled”, “retarded” “crazy,” “schizophrenic,” “borderline,” etc...)

Dismantling Inequities in the Workplace

Tips

- **AFFIRM** the value and function of every employee out loud and often.
- **COMMUNICATE** expectations around work culture and job tasks clearly and frequently.
- **ADOPT** zero tolerance for character stereotyping of disabilities, diagnoses and addictions.
- **ASSERT** that the use of person first language is a primary value of the workplace.

Performance Challenges

Employees experience job strain for a variety of reasons: stress, workload, interpersonal conflicts, and personal health issues, among others.

Supervisors who are successful in tackling the issues of poor job performance help foster resiliency in their workers, which leads to job success, workforce development.... and better agency outcomes.



Factors that Impact Performance

- **People:** co-workers, boundaries of people at work, amount of socializing that occurs with co-workers, supervisors, etc...
- **Place:** closed/open spaces, quiet spaces, eating areas, fragrance policies, ventilation, lighting, etc...
- **Resources:** computers, headphones, software, taping devices, phones, calendars, weekly schedule board, etc...
- **Work Policies and Culture:** clear policies about vacation and sick time, clear policy about promotions and career paths, clear job descriptions to reduce ambiguity, flexible policies about arrival time, family-friendly work culture, etc...

Responding to Performance Challenges

Tips

- Encourage the employee to make a plan to improve performance using strategies that are within their control.
- Educate employees that the [American with Disabilities Act \(ADA\)](#) guarantees certain accommodations in the workplace that may help them perform their job better.
- Disclosure about a health condition can reduce anxiety and stress, which in turn can result in accommodations that support employees' ability to perform optimally.

Typical Reasonable Accommodations

- **Flexible scheduling** to accommodate side effects of medications, child care schedules, doctor's appointments or support groups.
- **Flexible leave policy** that allows the use of sick leave for health reasons or taking an extended leave without pay.
- **Specialized equipment** or devices such as dragon software, use of smart phones to help organize, prompt, etc.
- Provision of **extra supervision** time for training, check-ins, job coaching and mentoring.
- Allowance of a **personal care animal** in the worksite.

When Job Functions are not Being Met

Tips

- Communicate agency policies for tolerance of unsatisfactory performance. This is paramount so the employee knows the limits of job performance and the consequences of not meeting the essential functions of the job.
- Maintain a compassionate, but constructive stance.
- Consult with agency human resources on the use of language and performance-based assessments for supervision of employees who are not meeting the essential functions of their job.

Cooperative Conversations

- **Curiosity**
 - Listen – no need to be a mind reader
 - What is the best way for employee to retain information?
- **Courage**
 - See and speak the truth of what is
 - Ask – How can we help you do your job more easily?
 - Minimize barriers, maximize productivity & teamwork
- **Creativity**
 - Create a learning environment, together
 - Being Adaptive, Creative and Resilient

Simple Feedback Model

- **Action**
 - Stating the facts of what was seen, heard, or result achieved
- **Impact**
 - Consequences of action on yourself or others.
- **Do**
 - As a result of this conversation what you both might do differently

Assumptions of Cooperation

- **Equality**

- Each person is worthy and valued
- Wants and needs are taken into consideration

- **Enough**

- There is enough for each person to get what he/she wants
- Time, energy and feedback are the currencies of relationships

- **Responsibility**

- Each person is 100% responsible for asking for and making arrangements to get what he/she wants

Group Reflection

- What does your organization do or not do to promote inclusiveness? What are your stories? What is your work culture?
- How is inclusiveness and integration promoted through Supervision? Or not?



Discussion

**Most people
are more
comfortable
with old
problems
than with
new
solutions
unknown**