

## What Supervisors Want and Need in Training

What we learned...	What it means to you...
<p>Almost half (49 percent) of direct care worker supervisors reported that they had not received any formal education on supervision.</p> <p>Among supervisors who had received formal training on supervision, only 13 percent felt they were well prepared to supervise. (Benjamin Rose)</p>	<p>Provide supervisors with formal supervisory training.</p> <p>To the extent possible, recruit frontline supervisors who have had some management training and/or experience.</p>
<p>Coaching supervision training for nurse supervisors provided a key element to the success of the WIN A STEP UP program, leading to improved teamwork and positive changes in management practices. (UNC)</p>	<p>Include leadership and supervisory training as a key element of workforce development.</p> <p>Training must focus on “coaching” rather than “command and control.”</p>
<p>Almost all (91 percent) of the supervisors reported that they had received orientation to the facility where they worked, but only 45 percent found the orientation helpful. (Benjamin Rose)</p>	<p>Based on supervisors’ recommendations, orientation programs should:</p> <ul style="list-style-type: none"> <li>◆ Review facility rules, regulations, procedures and expectations</li> <li>◆ Provide experienced mentors for one-to-one training</li> <li>◆ Emphasize teamwork, communication and respect</li> </ul> <p>While orientation is important and needs to be improved, don’t expect orientation to make up for a lack of comprehensive supervisory training.</p>
<p>85 percent of supervisors received continuing education, which the majority found useful or very useful. (Benjamin Rose)</p>	<p>Useful continuing education for supervisors, based on their recommendations, should:</p> <ul style="list-style-type: none"> <li>◆ Focus on leadership, supervision and dealing with insubordination</li> <li>◆ Address communication with residents, families and other staff</li> <li>◆ Be offered frequently and regularly.</li> <li>◆ Be offered during all shifts and repeated on different days</li> </ul>