



Training Frontline Supervisors

Economic Mobility - Program Scaling and Expansion



On a scale from 1 to 5, how satisfied are you with your current practices for training, developing, and promoting supervisors with lived experience?

1 = Not satisfied; we need to build or formalize our supervisor training

5 = Very satisfied; our supervisor training, development, and advancement works well



Program Announcement: Optional Technical Assistance

As a reminder, you can continue to access Technical Assistance through CA RISE. Below are opportunities for additional support beyond the 1:1 project you can access through your RM.

Listen4Good

We are offering Listen4Good's Premium Program in Jul 2025 which includes:

- Survey templates for surveying community members, clients, volunteers, staff, and partners
- 1:1 coaching from experts in survey design, increasing response rates, and data analysis
- SurveyMonkey Premier account
- Client survey benchmarks—comparing your survey results to similar organizations
- Step-by-step webinars and a core web app with templates, resources, and FAQs

If interested, please email Galiana at galiana@redf.org

NorthStar Digital Literacy

We are offering a one-year subscription to NorthStar's Digital Literacy Curriculum, which will enable your participant employees to access tools that support:

- Mastering the basic skills needed to use a computer
- The internet in daily life, employment, and education.

This opportunity also includes three 90-minute training flights designed for someone on your staff who is/will be responsible for digital literacy education.

If interested, please email Galiana at galiana@redf.org

CFR Direct Deposit

We are offering support with direct deposit to your participant employees through CFR focus cards.

Direct deposit is the fastest, safest, and most reliable way to pay employees—and a powerful step toward financial security.

If interested, please email Galiana at galiana@redf.org

Program Announcement: Upcoming Optional Workshops

We will continue to release optional content including workshops that you can attend! We want to gauge interest in the August Sessions as they require a significant time commitment

May 2025

May 6 – 8: Advancing Financials Series

- **May 6:** Double Bottom Line Analysis
- **May 7:** Raising Impact Capital Strategy
- **May 8:** Embedding Data & Finance in your Decision-Making – TBD

June & July 2025

June 3- 17: Executive Skills and Career Readiness Series

- **June 3:** Executive Skills
- **June 4:** Lived Experience and Career Readiness
- **June 5:** Career Readiness Curriculum Deep Dive
- **June 17:** The Case for Embedding Executive Skills into your Organization
- **July 1:** Leveraging Implementation Science to become an Executive Skills Focused Organization

July 10: Addressing Burnout – The Science of Optimizing Productivity & Performance

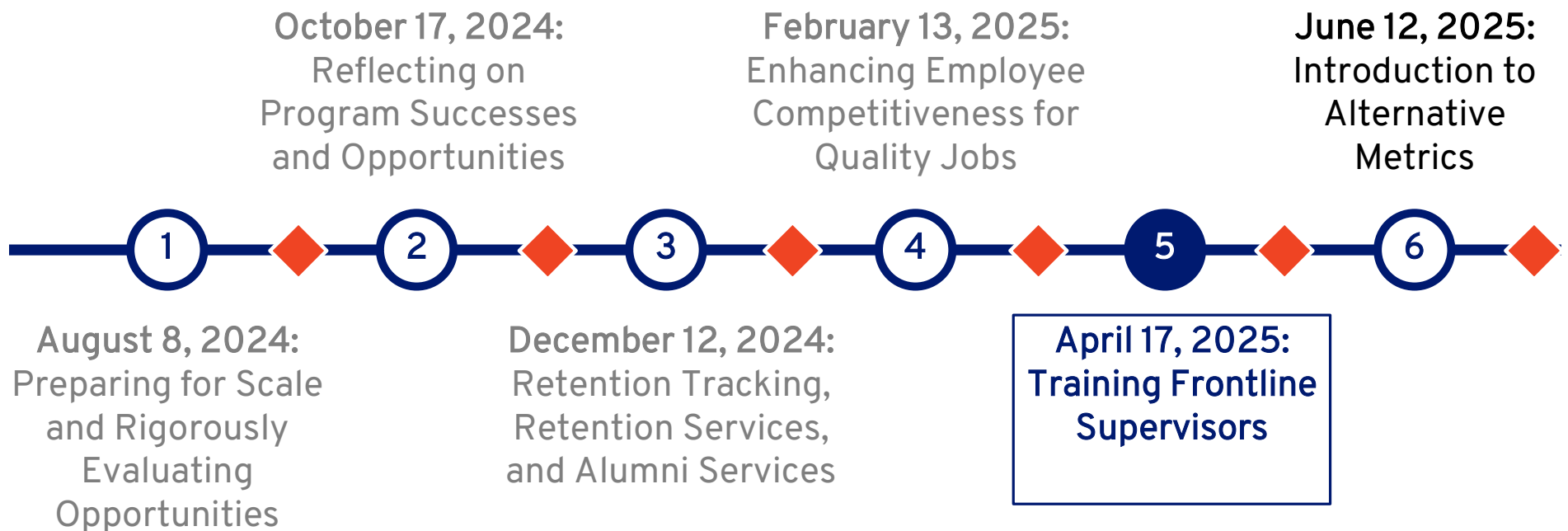
August 2025

Gauging Interest - We can offer the Management Center's Training on Effective Management, which provides tools and resources on how to drive impact, strengthen culture, delegate projects and responsibilities effectively (without micromanaging), address unconscious bias, build strong manager-staff relationships, and use feedback to manage performance and improve results. Minimum time commitment 6 hours.

If interested, please email Katie at korovecz@redf.org



Economic Mobility Program Scaling and Expansion



◆ Optional Coaching Sessions

Your cohort!



Community standards

- Stay engaged
- Listen to understand
- Take space, make space
- Nobody knows everything, but together we know a lot
- Challenge assumptions
- Expect and accept non-closure
- Center participant employees
- Embrace diversity in all of its forms
- Create a safer space for sharing / refrain from attribution

Introductions



Galiana Fajardo

*Facilitator
Senior Principal, Capacity
Building
REDF*



Kirsten Ham-Marshall

*ESE Founder
Upspire*



Johanna King-Vespe

*Senior Director, Program Services
Center for Employment
Opportunities*

Training frontline supervisors: The why

- The frontline supervisor role is **critical** to participant employee success
 - The better equipped supervisors are to be good people leaders, the more your business and workforce will thrive
- The frontline supervisor is an extensive and nuanced role...
 - Overseeing operations on the ground
 - Providing technical expertise and customer service
 - Coaching, developing and supporting participant employees overcoming barriers to employment
- ...and for new supervisors, the transition can be very challenging
 - Being promoted from peer to leader and learning to set boundaries
 - Giving and receiving feedback
 - Building trust and modeling good communication

Session agenda & objectives

AGENDA:

- 1) The 10 keys to supervisor success
- 2) Creating pathways for supervisors
- 3) Real talk with Kirsten Ham-Marshall, founder of UpSpire
- 4) CA:RISE ESE spotlight example: CEO
- 5) Group breakouts and discussion

OBJECTIVES:

- ☐ Learn practical tactics for strengthening your culture to train and support leaders with lived experience
- ☐ Understand key considerations for the development and advancement of your supervisors
- ☐ Hear lessons learned from ESE practitioners
- ☐ Reflect on how your ESE is or could be creating pathways for supervisors into long-term leadership roles
- ☐ Learn from peers

10 keys to supervisor success

Promising practices for
identifying, training and
supporting supervisors with
lived experience

The 10 keys to supervisor success

Building a culture for leaders with lived experience

1

Culture and
trust at the
core

3

Shadowing and
experience

5

Transparency &
communication

2

Operations vs.
programs

4

Identifying
strong
supervisors

10

Plan it out!

6

Systems and
tools for
support

8

Teaching is a
journey

9

Dedicate time
and resources

7

Full-time staff

#1 Culture at the core and building trust

The most important key to supervisor success is your organization's culture!

- **Enmesh trauma informed care principles into your culture** to create a safe, equitable space where your employees can be their authentic selves and feel comfortable embarking on the supervisor journey
- Key elements of a supportive culture include:
 - **Trust**
 - Critical to build relationships and gain the trust of new participant employees and supervisors within their first thirty days on the job
 - Prove to employees how your ESE is different from their past employers – through your mission, values, actions, and how you show up to support them each day
 - **Accountability**
 - Hold everyone to the same standard; no exceptions or favoritism
 - Any perception that individuals are treated differently can quickly create an “us vs. them” mentality that is hard to overcome
 - Make sure your policies are clear, employees are aware of them, and policies are upheld in a consistent way across the board

#2 Operations vs. Programs

It is important to create as much space and clear division as possible for your participant employees and supervisors between their job in the ESE and their employee success programming

- E.g., you would not want employees to worry that their housing or case management services were tied to their performance at work, and vice versa
- How some ESEs draw a line between operations and programs (*this will look different for every ESE*):
 - **Information firewall**
 - Operations Managers are not involved with participant recruitment and do not know an employee's barriers, unless the employee chooses to share this information
 - Business staff do not have access to case management information systems
 - **Separate policies for employment and other supportive services**
 - Employment is not related to housing (and vice versa)
 - Access to legal aid is not tied to employment

#3 Shadowing and experience

Experienced supervisors who are passionate about investing in others are often the best trainers to work with new supervisors

- New supervisor training should include a period of shadowing and learning from an experienced mentor, as well as time to practice leading with the mentor present for support
 - **Example supervisor training structure:**
 - Minimum 2-week training period
 - 1st week: New supervisor shadows experienced supervisor (riding along, observing and learning, with a short debrief at the end of each day with time to ask questions)
 - 2nd week: New supervisor is shadowed by experienced supervisor (new supervisor practices leading; experienced supervisor offers support as needed; quick check-in each morning and debrief at the end of each day)
 - **Key considerations for supervisor training**
 - Does your ESE believe that experienced supervisors who are training new supervisors should receive additional compensation?
 - Does your ESE have machinery or vehicles that supervisors need to work with? If so, from a liability standpoint, who is responsible for certifying that a new supervisor can handle the machinery / vehicle safely and is cleared to go (e.g., Operations Manager vs. Supervisor)?

#4 Identifying strong supervisors

- **If you think a participant employee would make a great supervisor, share this feedback and have an open conversation to assess their interest level** (e.g., “You’re doing a terrific job, and I think you could be a great team lead. Would you be interested?”)
- **Not all participant employees will want to become a supervisor, and that is ok. It is up to them and important to respect their decision.**
 - Even if you are excited about their potential or urgently need a new supervisor, if you try to convince them, consider the power dynamics. They may feel guilty or indebted to you, and this can lead to resentment.
- **Once you have identified participant employees who are interested in becoming a supervisor, work with them to make sure they meet the position’s baseline requirements** (e.g., if supervisors need to have a driver’s license, offer or connect them to driver’s education training)
 - Make sure that you are being fair and opening these supports to all participants equally
- **If you are in dire need of supervisors, try not to pass on this stress to new supervisors or participant employees**
 - Position promotions to supervisor as an exciting and supportive opportunity, not something done sheerly out of need

#5 Transparency and communication

Transparency and communication become even more challenging and important as your ESE grows

- Harder to have one-on-ones with everyone
- The “why” behind what you do can get lost or taken for granted
- Promising practices for increasing transparency and communication:
 - Create time and space for supervisors’ questions and concerns
 - E.g., carve out time in the daily morning meeting for supervisors to raise their questions and concerns, so managers can give guidance and explain the “why” behind the day-to-day work
 - Help supervisors understand why upholding policies and procedures is so important
 - Personnel management is incredibly hard, especially for frontline supervisors who may be overseeing former peers
 - Encourage supervisors to stick to policies and hold everyone accountable to the same level
 - even though it’s hard – so that others who follow can have access to the same growth opportunities they did

#6 Systems and tools for support

Since many ESE employees are managing stressful situations in their daily lives, ESEs should try to bring as much clarity, organization and consistency to their jobs as possible – so that the jobs themselves are not an additional stressor

- Examples of systems and tools that can provide clarity, structure and confidence for supervisors:
 - Make sure that all **terms of the job are clear upfront** when onboarding (e.g., schedule, location, pay rate, performance review process)
 - Try to **minimize schedule changes** or last-minute plans to keep the job as steady as possible
 - Have **clear policies and procedures** and an employee handbook that is always open and available
 - **Clarify key contacts and communication channels at your ESE** (e.g., Do supervisors know who to go to if they have an issue with their manager? Do they know who HR is?)
 - **Prepare supervisors ahead of time for situations that could be stressful** (e.g., what to do if there is an accident or injury)

#6 Systems and tools for support (continued)

- Examples of systems and tools that can provide clarity, structure and confidence for supervisors (continued)
 - Make sure that **supervisors have every tool they need** to do their job (e.g., some ESEs provide work cell phones that are picked up at the beginning of a shift and turned in at the end of the day)
 - Managers should aim to have at least **one face-to-face check-in with supervisors per day** (especially if supervisors work mostly offsite)
 - **Daily checklists** can help supervisors feel prepared and confident about the day ahead
 - Use whatever **simple tools** work best for your supervisors and ESE; try not to overcomplicate tracking and reporting if possible

#7 Full-time staff (good supportive jobs)

The goal is to make your supervisor positions good, supportive jobs

- Paid full-time positions with benefits
- A wage that is high enough that supervisors can show up each day as their best selves (i.e., they are not struggling to eat or make rent)
- Well-structured role that does not include personnel management or HR responsibilities
- Built-in supports that help supervisors feel like valued team members
- Key consideration for ESEs with a transitional or cohort employment model:
 - By design, transitional models turn over their teams multiple times per year, which puts more strain and stress on frontline supervisors
 - Frequent turnover of participant employees means that supervisors are continually onboarding new team members, training them on daily activities, and holding them accountable – which is hard work and can take a toll
 - If your ESE has a transitional employment model, make sure to think through the impacts on your supervisors, have conversations with them, and identify ways to support them through the turnover and training process as best you can

#8, 9, 10 It takes time and planning

8) Teaching is a journey

- It can take years to establish and refine the structure, systems, culture, and supports for training and developing frontline supervisors . . . so give yourself grace as you progress and adapt!

9) Dedicate time and resources

- ESEs juggle so many different priorities, and it is hard to carve out time for supervisor development planning
- If you need to work on this for your ESE, try to set aside time. REDF is developing customizable resources to support ESEs in this work, so let us know what you need.

10) Plan it out

- Reflect on the 10 keys to supervisor success and take note of the practices that resonated with you and topics that you want to address or dig deeper on. Bring this back to your team to discuss.

Reflection & breakout group



- 1) Is there a “key” that your ESE does particularly well?
- 2) Is there a practice that you think your ESE should add, change or refine based on what you heard here?

Creating pathways for supervisors

Key considerations for the
continued support,
development and advancement
of your supervisors

The supervisor journey: Example timeline

Two-Week Onboarding

BEFORE PROMOTION

Identifying Supervisors

How do you identify and develop future supervisors?
Let *them* come to you!

DAY ONE

Promotion Conversation

This is *not* an interview. This is a positive expectations and role conversation with a checklist of all the things they should be prepared for. This can also include structured onboarding content on day one or throughout the two weeks.

WEEK 1

Week One

Week one should be focused on allowing your supervisor to shadow a current team leader with *no* expectations. They will attend a brief (no longer than 15-minute) daily conversation to answer questions and debrief.

WEEK 2

Week Two

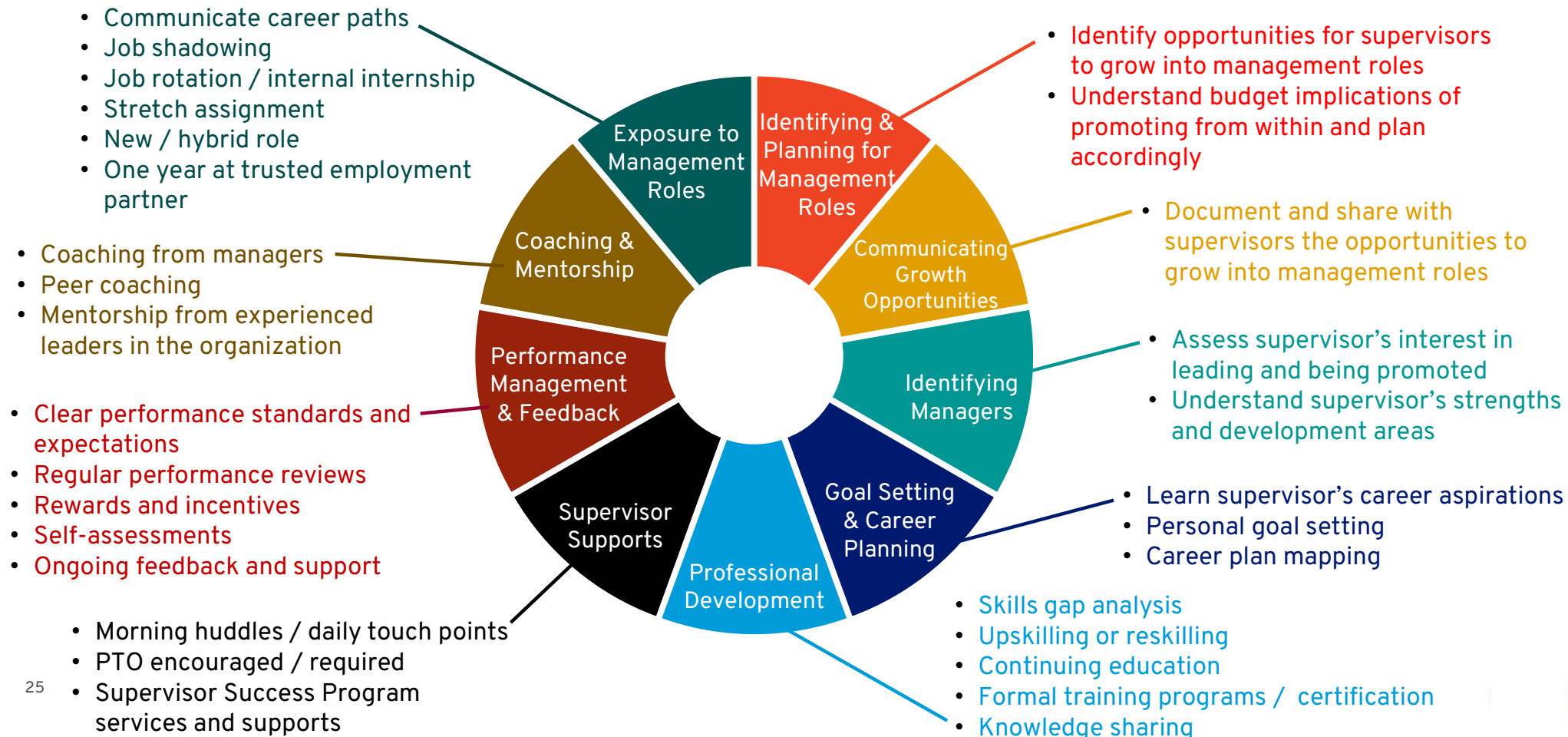
During the second week the new promote will take over and the team lead will shadow as they lead, this will be the trial period for your new supervisor.

6 MONTHS +

Continued Support & Development

Providing continual educational opportunities, embedding open pathways for communication, setting up incentives for good behavior, creating an environment where people want to show up to work!

Preparing supervisors for next step leadership roles



Real talk with Kirsten Ham- Marshall



Founder of





CA:RISE ESE Spotlight

Center for Employment Opportunities
(CEO)

Emerging Leaders Program

4/17/2025

Center for Employment Opportunities • ceoworks.org



CEO's Emerging Leaders Program (ELP) Advancing Our Mission & Values

Our Mission

Center for Employment Opportunities (CEO) provides immediate, effective, and comprehensive employment services exclusively to people recently released from incarceration

Our Values

**Person Centered
Community
Impact
Equity**

Our Action

The Emerging Leaders Program exists to provide support and development to justice-impacted individuals that increase mobility and promote leadership opportunities or pathways

Program Highlights:

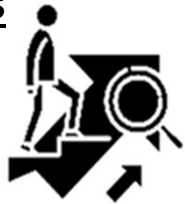
- Implemented 2021/22 fully launched in 2023 across 30 cities and 12 states
- 239 YTD enrollments, 60%-70% placement rate upon completion, 35% hired by CEO
- Pathways include: Vocational, Communications, Human Resources & Talent, Social Enterprise Mgmt, Advocacy



Program Overview

The Emerging Leaders Program (ELP) consists of six key elements that position ELP members in an environment where one can thrive and is best positioned for growth and success.

Identifying Career Goals



Development Sessions



Peer Mentorship



Site Management Engagement



Job Placement



Holistic Support & Wellness





The ELP Program Design

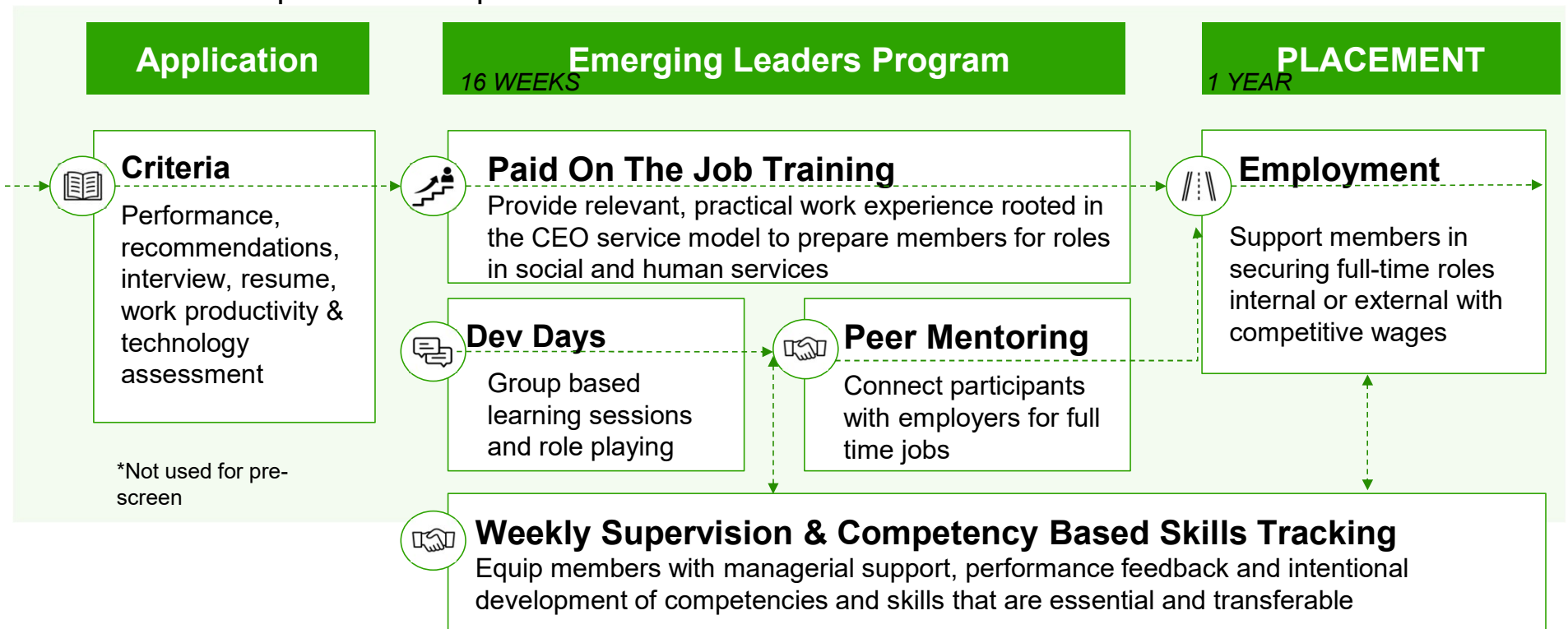
The **Emerging Leaders Program (ELP)** is a paid internship designed to elevate and transition CEO participants into a new professional field. Over 16 weeks (25-30 hours per week) ELP Members are immersed in a structured and supportive pathway to future employment. The program is designed around six core components:

1. **On-the-Job Learning:** ELP Members are assigned to a team and CEO office, where they shadow and learn the functions of various roles aligned with their career interests. They gain hands-on experience performing key tasks and demonstrating professional competencies
2. **Professional and Personal Development Sessions:** ELP interns participate in virtual training sessions via Zoom for up to two hours, twice each week. These sessions focus on building essential professional and personal skills.
3. **Peer Mentoring:** ELP members are paired with a peer mentor, meeting weekly for personalized guidance, support, and advice throughout the program.
4. **Career Pathway Placement Support:** ELP members receive support with job placement in careers that align with their individual goals and aspirations. They also complete one professional certification aligned to their career goals.
5. **Holistic Support:** ELP Members have access to internal supportive services, external services such as Headspace and personal development sessions specific to the impact of trauma, imposter syndrome, resilience and communicating challenges
6. **Site Engagement:** ELP Members may not be matched with a pathway that has on-site management. It is important that their host office is welcoming, supportive and engaged in their progress during their ELP experience



The ELP Model & Member Experience

The **Emerging Leaders Program (ELP)** is a paid internship experience designed to help CEO participants build the skills and confidence needed to transition into a new professional field. ELP members work up to 30 hours per week for 16 weeks.



Implementation & Sustainability



Defining Success & Ownership

The success metrics of the ELP program are anchored in the quality of the ELP Member experience

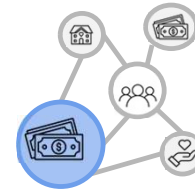
To Explore: Stability of staffing, leadership & program performance in member host-sites



Career Pathways & Advanced Training

ELP Member support in aligning their career goals with advanced training, access to credentials and job placement

To Explore: Consider the in demand jobs of the labor market when creating training pathways or internship opportunities



Funding

Leveraging different funding streams to pay ELP members a higher rate, operating costs and supportive services

To Explore: Accruals from staff vacancies, expense based contracts, philanthropy



Maintaining Buy-in

Consistent and clear communication during the program year connects staff to the importance & purpose of ELP

To Explore: Continuous improvement of recruitment process, application process & Member benefits

ESE example: CEO's Emerging Leaders Program

Emerging Leaders Program (ELP)

- Launched September 2021
- 12-week work-based learning and training program (up to 30 hours/week)
- Job training and mentorship
- Exposure to career pathways:
 - Information technology
 - Social enterprise
 - Advocacy & organizing
 - Admin & job coaching
 - Second chance hiring services

The infographic provides a comprehensive overview of the CEO's Emerging Leaders Program (ELP). It begins with the CEO logo and a brief description of the organization's mission. The main title 'EMERGING LEADERS PROGRAM' is prominently displayed. A paragraph explains the program's goal to create upward economic and social mobility for justice-impacted individuals. Below this, the 'ELP Job Pathways' are listed, including Information Technology, Social Enterprise, Advocacy & Organizing, Admin & Job Coaching, and Second Chance Hiring Services. A section titled 'Measuring Outcomes from the Last Year' presents three key statistics: 44 members across 16 of CEO's 32 cities, pay benefits up to \$20/hr, and 68% of members placed in a reentry or human services field. A testimonial from Whitney Rodriguez, a Denver ELP member, is featured alongside her photo. The infographic concludes with 'CEO's Policy & Advocacy Priorities' and a link to learn more at CEOWorks.org.

CEO Center for Employment Opportunities

The Center for Employment Opportunities (CEO) is the nation's largest reentry employer. CEO operates in 32 cities across 12 states to provide comprehensive workforce development services exclusively to individuals returning back to their communities from incarceration.

EMERGING LEADERS PROGRAM

One of CEO's strategic goals is to create upward economic and social mobility for justice impacted individuals. The Emerging Leaders Program (ELP), which launched in September of 2021, is a 12-week work-based learning and training program where participants have exposure to human services career pathways to pursue careers at CEO and/or other similar organizations.

ELP Job Pathways:

Within each pathway, ELP Members spend up to 30 hours a week working with CEO staff where they receive job training and mentorship in order to build marketable and high demand skills. Some examples of these pathways at CEO include:

- Information Technology
- Social Enterprise
- Advocacy & Organizing
- Admin & Job Coaching
- Second Chance Hiring Services

Measuring Outcomes from the Last Year:

Individuals Served	Pay Benefits	Jobs Obtained
44 members across 16 of CEO's 32 cities	up to \$20/hr	68%
have taken part in CEO's ELP in-depth job skills training.	earned by participants during the program with opportunity for bonuses.	of ELP Members have been placed in a reentry or human services field.

Whitney Rodriguez
CEO Denver ELP Member - Inclusive Hiring Team

"I'm not sure where I would've ended up without ELP. It was really hard for me to find job opportunities otherwise. Now, I'm able to grow on a daily basis and feel like I'm competent and able to do the work I'm given, build on important skills while going through the ELP program and work as part of CEO's Inclusive Hiring team - which allows me to be community involved and see the growth upfront with the participants we serve."

CEO's Policy & Advocacy Priorities:

- Break down barriers to economic mobility by creating effective programming so that anyone with justice involvement can access advanced job opportunities and create a sustainable livelihood.
- Champion federal and state investments that prioritize returning citizens and target increased access to quality jobs within the nation's high demand workforce.

Learn more at CEOWorks.org

Reflection & breakout group



- 1) What is the current pathway for your supervisors?
- 2) What will you take back to your ESE from what you learned today?

Group reflection



**Any interesting ideas you heard
from your peers?**



Key resources to be posted

- Today's slides
- Supervisor Success: Trauma Informed Care & Onboarding [webinar recording](#)
- Stay tuned: Supervisor Success Toolkit coming soon!

0. TRAIN THE TRAINER: PART I II & III (*WORKSHOPS + GUIDES*)

I. SETTING THE STAGE TOOLKIT (*TEACH IT YOURSELF*)

Values & Mission Review: What is our purpose? How will you build this into your leadership style? Rep. our org.?

Roles and Responsibilities: What do we as an org. expect of you as a new team leader from your first day?

Goal Setting & Performance Management: What type of leader do you want to be + key performance indicators

Lived Expertise: Trauma informed care to trauma informed management at an ESE, building trust

II. SOFT SKILLS TOOLKIT (*TEACH IT YOURSELF*)

Managing for Success: How do we structure and organize our day-to-day to lead people and teams with ease?

Radical Respect: Giving & receiving feedback tips, tricks, and instructions for empowering your team

De-escalation: Trauma informed de-escalation training and step-by-step instructions for supporting participants

Mental Health + Well-Being: Taking care of ourselves so that we can show up as the best version of leaders!



Commitments



Based on everything you learned today, what are one or two commitments you can make? For example:

- Map out what the current pathway looks like for your supervisors with lived experience
- Identify one promising practice for training, developing and/or promoting frontline supervisors to bring back to your colleagues and discuss



Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/EMTScaleAll>

This feedback helps us improve your experience and plan adjustments to make moving forward.



What's next?

- Additional resources will be posted on REDFWorkshop
- Optional coaching hours - Thursday May 15 from 11am-12:30pm PST
- Make progress on commitments from last slide!
- **Last required Track Session - Thurs Jun 12 from 11am-12:30pm PST**

Questions? Contact your Relationship Manager!

- Will Portnof - wportnof@redf.org
- Jamie Stark - jstark@redf.org





An investment that works.

Thank you!

