



# 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](mailto: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](mailto: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](mailto: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**

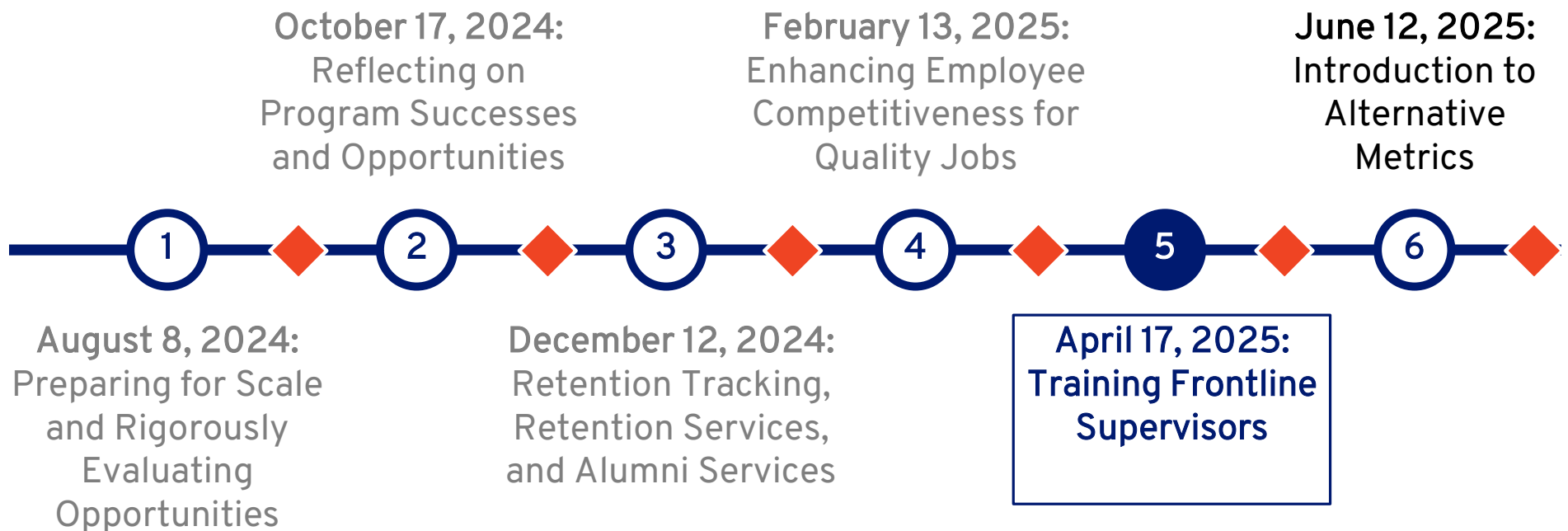
## August 2025

**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](mailto: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
  - Accountability

## #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

- How some ESEs draw a line between operations and programs (*this will look different for every ESE*):
  - Information firewall
  - Separate policies for employment and other supportive services

## #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
- Key considerations for supervisor training
  - Additional compensation
  - Certifying machinery / vehicle safety

## #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**

- 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.
- 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
- If you are in dire need of supervisors, try not to pass on this stress to new supervisors or participant employees



# #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
  - Help supervisors understand why upholding policies and procedures is so important

## #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

- Develop systems and tools that are simple, clear, and readily accessible to your supervisors:
  - Terms of the job are clear and schedule is as steady as possible
  - Clear policies, procedures and contacts at your ESE
  - Daily check-ins and checklists so supervisors feel prepared and confident

## #7 Full-time staff (good supportive jobs)

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

- 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
  - If you have a transitional 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**

**9) Dedicate time and resources**

**10) Plan it out**



# Reflection & breakout group

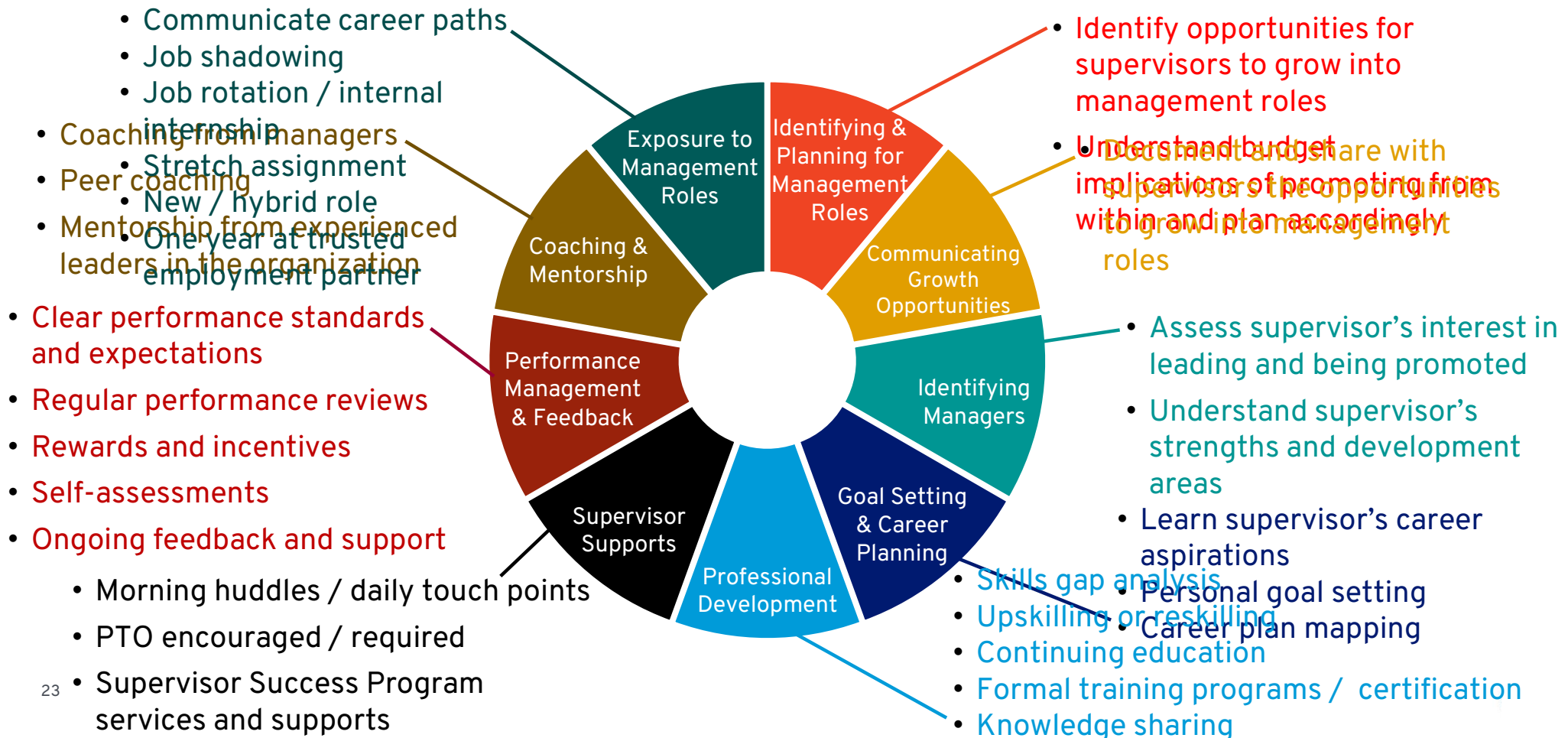


- 1) Is there a “key” that your ESE does particularly well?
- 2) Is there a practice that you think your ESE should add, change or refine based on what you heard here?

# **Creating pathways for supervisors**

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

# 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](https://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:

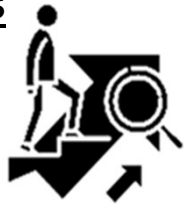
- Implemented 2021/22 fully launched in 2023 across 30 cities and 12 states
- 239 YTD enrollments, 60%-70% placement rate upon completion, 35% hired by CEO
- Pathways include: Vocational, Communications, Human Resources & Talent, Social Enterprise Mgmt, Advocacy



## 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

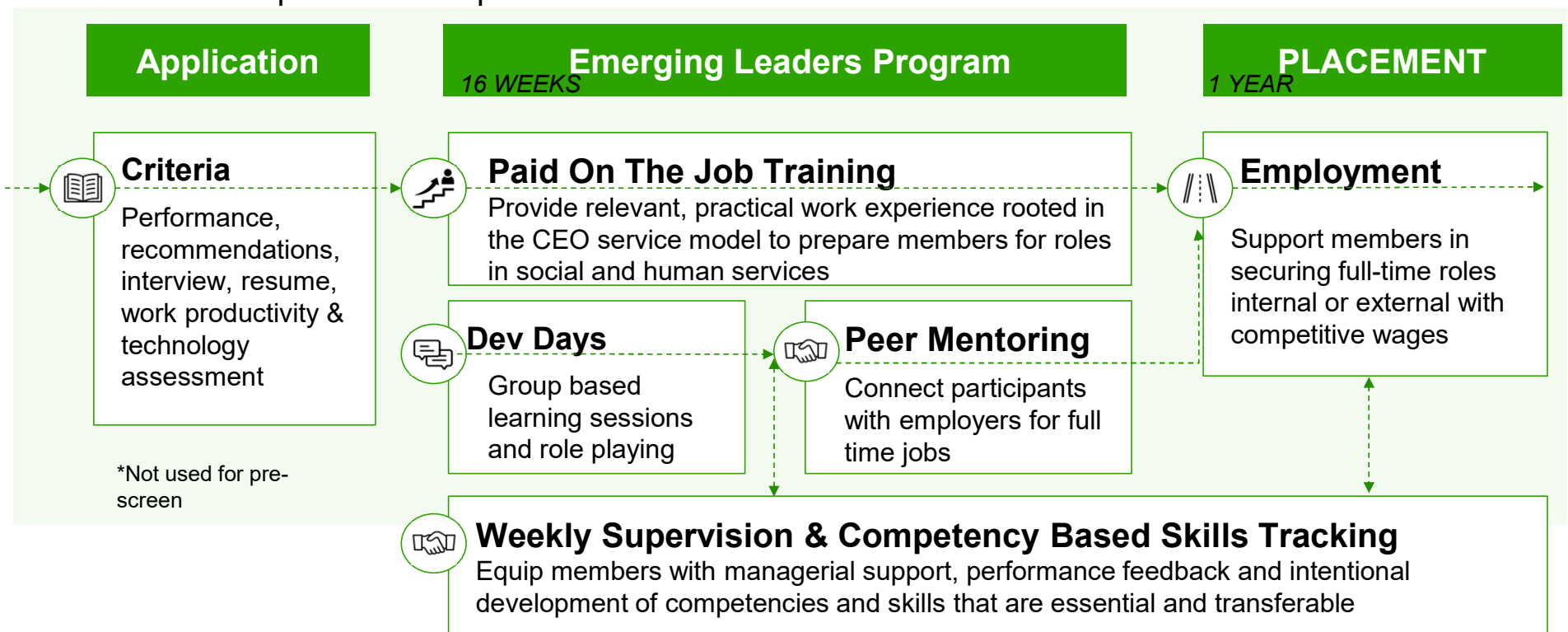
The **Emerging Leaders Program (ELP)** is a paid internship designed to elevate and transition CEO participants into a new professional field. Over 16 weeks (25-30 hours per week) ELP Members are immersed in a structured and supportive pathway to future employment. The program is designed around six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

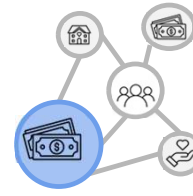
**To Explore:** Stability of staffing, leadership & program performance in member host-sites



### 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



# 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/EMTSscaleAll>

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](mailto:wportnof@redf.org)
- Jamie Stark - [jstark@redf.org](mailto:jstark@redf.org)







**Thank you!**

