

BCCDA-CERIC Webinar Series

Strengthening the Skills of Career Development Leaders

Part 3: Leading People and Partnerships

DR. ROBERTA NEAULT

DR. DEIRDRE PICKERELL

TANNIS GODDARD, MA

TOM BURNELL, MA



Webinar Series

Part 1: Leadership 101

Part 2: Policy, Program, Design, and Proposal Writing

Part 3: Leading People and Partnerships

Part 4: Operational Logistics, Fiscal Management, and Evaluation



Setting the
Scene

Staff
Development &
“Clinical”
Supervision

Community
Partnerships



Agenda

Introductions



Roberta Neault, PhD, CCC, CCDP, GCDFi



Deirdre Pickerell, PhD, CHRP, GCDF-I



Tannis Goddard, MEd



Tom Burnell, MA

A close-up view of a stage curtain, likely red velvet, with a scalloped top edge. The curtain is closed and hangs in deep vertical folds. The lighting is dramatic, with the top edge of the scalloped valance appearing slightly brighter than the rest of the curtain, which is in deep shadow.

SETTING
THE SCENE

Today's Reality

Unprecedented shortage of skilled workers

- Baby boomers retiring
- Global economy

Career vs. employer loyalty

- Committed to doing the same or similar job
- Willing to move to another organization

CD Industry Stats

Who are CDPs?

- 41-60 years old (58.7%) / female (80.2%)

What education/experience do they have?

- Under 10 years experience (56%)
- Undergraduate degree (58%) / certificate (48%) / on-the-job (33%)

Where do they work?

- 3rd party government-funded service provider (39%)

What do they do?

- Provide services to adults in early to middle age (64%)
- Focus on career, education, training, and LMI; employability needs assessment; and individual/group employment counselling

The HR/Employee Lifecycle

Recruit

Identify and attract the “right” people

Screen and Select

Determine who meets your needs

Make the hiring decision

Retain, Engage, and Develop

Keep the “keepers”

Help them grow

Terminate

Know when to support a gracious exit

*Hiring the right people takes time,
the right questions,
and a healthy dose of curiosity.*

~Richard Branson

Panelist Perspectives



**Roberta
Neault**



**Deirdre
Pickerell**



**Tannis
Goddard**



**Tom
Burnell**



PERFORMANCE MANAGEMENT, STAFF DEVELOPMENT, AND “CLINICAL” SUPERVISION

“The fundamental goal of performance management is to promote and improve employee effectiveness. It is a continuous process where managers and employees work together to plan, monitor and review an employee's work objectives or goals and his or her overall contribution to the organization.”

~ HR Council for the Non-Profit Sector

Effective Performance Management . . .



Is aligned to the organization's strategic direction

Fits with the organization's culture

Is practical and easy to understand and implement

Takes a collaborative approach, encouraging clear communication

Allows progress to be measured and monitored

Provides continuous positive and constructive feedback

Source: <http://hrcouncil.ca/hr-toolkit/keeping-people-performance-management.cfm>

Investing in people demonstrates they have a future with the organization. To build a team of loyal, fully engaged, high achievers, hire the right people - then invest in their development regularly.

~ Clancy Cross



Staff Development

Formal
Course(s)

Lunch 'n'
Learns

Workshops

Conferences

Supervision

Mentorship
/ Coaching

Cross
Training

Panelist Perspectives



**Roberta
Neault**



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Goddard**



**Tom
Burnell**



Although the importance of ongoing supervision is an emerging area of focus for counsellors (and therefore, career counsellors), the concept of clinical supervision, as well as its importance, may need to be introduced to non-counselling CDPs.

~ Neault, Massfeller, and Pickerell

Clinical Supervision Approach

Formative

Educational

Focus is on skill development

Normative

Monitoring

Focus is on quality service

Restorative

Support

Focus is on professional's self-care

Source: Reid, H. (2010)

Forms of Supervision

Informal vs. Formal

Individual vs. Group

Regular vs. As Needed

Paid vs. Unpaid

Inherent Complexities in . . .

Qualifications

- Counsellor vs. CDP vs. Other

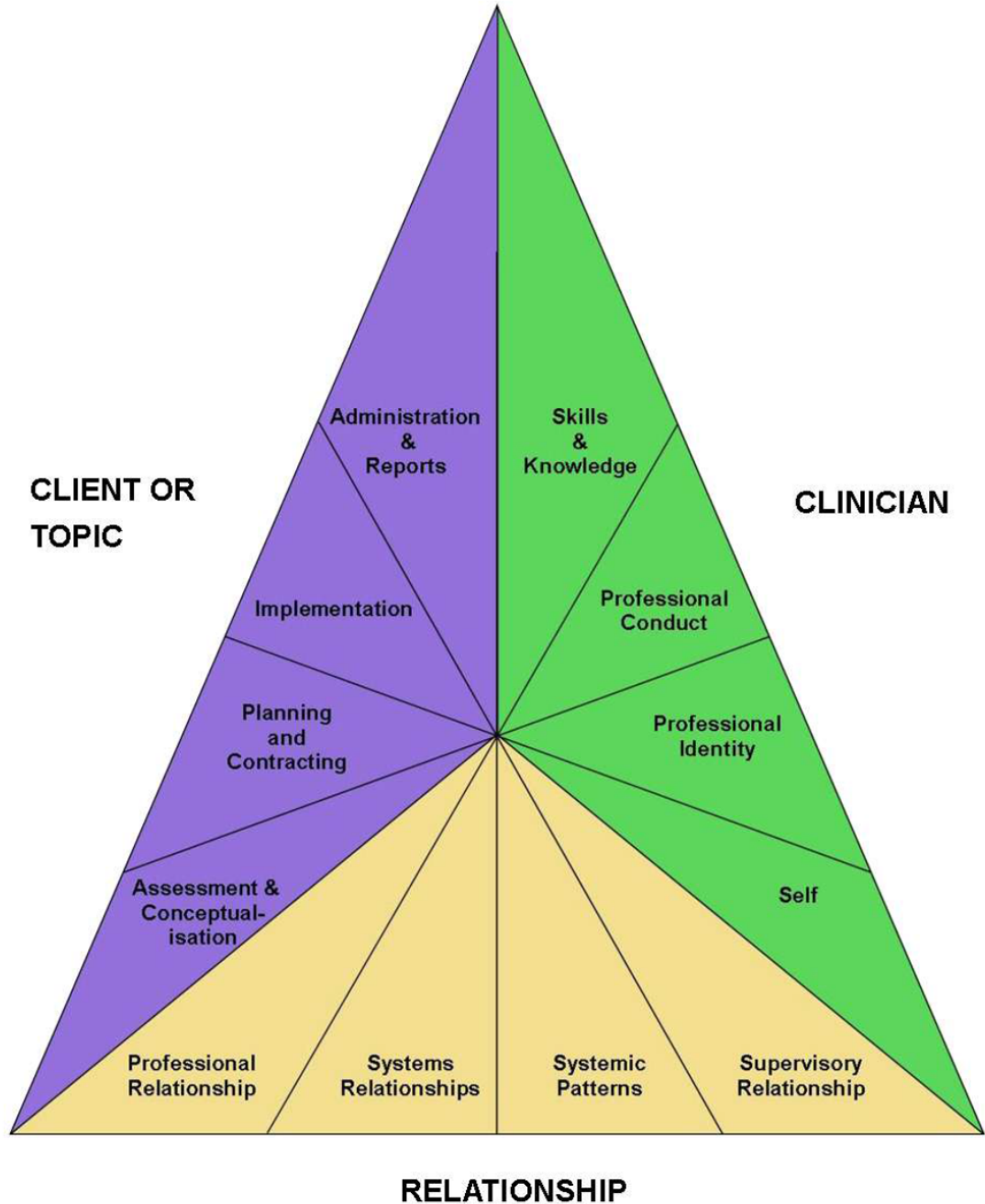
Competency Frameworks and Codes of Ethics

- S&Gs vs. NCDA vs. CCPA vs. GCDF

Professional Associations / Credentialing Bodies

- BCCDA, CDA of Alberta, CCE/GCDF, IAEVG (EVGP)

SUPERVISION TRIANGLE



Source: Reflective Practice Toolkit, Daphne Hewson; Workforce Australia



COMMUNITY PARTNERSHIPS

Coming together is a beginning.

Keeping together is progress.

Working together is success.

~ Henry Ford

Partnership

a collaborative relationship between entities to work toward shared objectives through a mutually agreed division of labour.

Elements of Partnerships

- Common purpose, vision, goals, and priorities
- Shared culture and values
- Clarity of roles and responsibilities
- Agreed upon decision-making process

Panelist Perspectives



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