

V. Manager/Supervisor (Non-Attorney Roles – Operations, AA, Social Work, Investigator Supervisors)

 Guide for Goal Types and Their Meanings (for use in performance review):

Category	Definition	Typical Focus	Examples
Defined Work Priorities	“What work gets done.” Operational, supervisory, and strategic goals that ensure the team’s success and service delivery.	Performance management, compliance, operations, quality improvement, cross-functional collaboration.	Workflow audits, SOP documentation, DEI integration, data accuracy checks.
Professional Development, Wellness, and Personal Care	“How the supervisor grows and leads sustainably.” Emphasizes leadership growth, wellbeing, and supportive supervision.	Coaching, mentorship, resilience, reflection, inclusion, work-life balance.	Leadership training, peer feedback, mindfulness, mentoring emerging staff.

Goal Type 1: Defined Work Priorities (What Work Gets Done)

***Note that more specific supervisory goals per role follow the general goals (Categories 6-11).**

1. Leadership, Oversight, and Supervision

19. Conduct **biweekly supervision meetings** with all direct reports to review priorities, address challenges, and provide feedback.
20. Develop or update **clear documentation of staff responsibilities and workflows** by XX date.
21. Ensure **all new staff receive structured onboarding and role training** within their first 30 days.
22. Complete 100% of **mid-year performance check-ins** process by May 2026 to support ongoing feedback and growth.

2. Communication and Collaboration

24. Facilitate **monthly team meetings** to review updates, recognize achievements, and align priorities.

25. Create and share a **quarterly communication summary** (email or dashboard) to keep staff informed about policy or procedural updates.
26. Coordinate **one cross-department collaboration project per year** to improve service delivery between administrative, operations, and legal divisions.
27. Maintain **consistent communication with senior leadership**, summarizing key accomplishments and obstacles monthly.
28. Establish or reinforce **standardized communication protocols** for internal and external inquiries by XX date.

3. Operational Management and Efficiency

26. Conduct **quarterly workflow or process reviews** to identify inefficiencies and propose at least one improvement per quarter.
27. Ensure all assigned department or division reports (e.g., financial, HR, or caseload metrics) are submitted **accurately and on time 100% of the time**.
28. Develop and document **standard operating procedures (SOPs)** for at least two recurring processes by XX date.
29. Introduce **a staff coverage or cross-training plan** to ensure continuity of operations during absences by XX date.
30. Maintain a **90% task completion rate** across all team deliverables according to project or program deadlines.

4. Quality Assurance and Compliance

31. Perform **quarterly quality assurance checks** on team outputs (e.g., reports, case documentation, payments) to ensure accuracy and compliance.
32. Monitor and document **100% compliance with agency confidentiality and data-protection policies**.
33. In finance, IT, or facilities settings, ensure **zero audit findings or compliance exceptions** through proactive reviews and documentation.
34. Review and reconcile **key data sets or reports monthly**, verifying accuracy and completeness (e.g., MMARS entries, vendor logs, or staff lists).

5. Strategic Leadership and Agency Contribution

34. Participate in at least **one cross-division committee or agency-wide initiative**.
35. Develop **a division-specific improvement project proposal** (policy, workflow, or resource efficiency) and present it to leadership by XX date.
36. Contribute to **annual planning or budget forecasting** by submitting accurate data and recommendations by designated deadlines.
37. Ensure **diversity, equity, and inclusion goals** are incorporated into at least one team initiative or policy revision each year.
38. Document and communicate **team metrics or success stories quarterly** for inclusion in agency reporting or internal communications.

6. Specific Goals for Supervising AA's

16. Develop and maintain a **shared office procedure manual** by XX date covering filing, case opening/closing, and data-entry standards.
17. Conduct **monthly quality audits of case files and correspondence logs**, maintaining a ≥ 95 % accuracy rate.
18. Implement a **cross-coverage plan** for all admin functions by XX date to guarantee seamless support during absences.

7. Specific Goals for Supervisors of Social Work

21. Conduct **quarterly case-consultation or supervision sessions** with every Social Worker/SSA to ensure consistent, trauma-informed practice.
22. Develop and launch a **new social-work metrics dashboard** by XX date tracking caseloads, service outcomes, and timeliness.
23. Collaborate with the Training Unit to **create XX division-wide professional-development sessions** (e.g., on secondary trauma, family engagement) per year.
24. Review and update **division social-work standards and forms** by XX date to ensure statewide consistency and compliance.
25. (Professional Development) Complete one **leadership or licensure-supervision continuing-education program** by August 2026 and implement one new reflective-supervision technique.

8. Specific Goals for Finance/Facilities Supervisors

26. Achieve **zero overdue vendor payments** by maintaining a monthly compliance tracker starting XX dates.
27. Conduct **quarterly reconciliation reviews** of MMARS/MOSAIC entries or facility expenditures with ≤ 1 % error rate.
28. Develop **preventive-maintenance or fiscal-closeout checklists** for each site/unit by XX date.
29. Lead at least **two process-improvement projects** (e.g., paperless approvals, budget-tracking automation) by year-end.
30. (Professional Development) Attend one **Commonwealth fiscal-policy or asset-management training** and one **leadership-skills course** by September 2026.

9. Specific Goals for IT Managers/Supervisors

31. Maintain **99.5 % system uptime** across CPCS infrastructure, verified through quarterly performance reports.
32. Implement a **documented change-management process** by XX date to improve transparency and reduce service disruptions.
33. Complete **XX cybersecurity or cloud-governance audits** per year and address all findings within XX days.

34. Launch **quarterly staff tech-training sessions** (Teams, OneDrive, security best practices) with XX% staff participation.
35. Earn or renew one **professional certification** (e.g., Azure Admin, ITIL Foundations) by XX date and schedule quarterly leadership coaching check-ins.

10. Specific Goals for HR Managers

34. Ensure **XX % completion of planned projects** across all divisions by posted deadlines.
35. Lead **two manager-training or coaching sessions per quarter** on feedback, documentation, or progressive discipline.
36. Conduct **quarterly analysis of HR metrics** (attrition, time-to-hire, leave utilization) and present findings with improvement plans.
37. Review and update **XX key HR policies or guidance documents** by XX date to reflect best practices and compliance.
38. (Professional Development) Complete one **advanced employee-relations or organizational-development certification** (e.g., SHRM-SCP) by year-end.

11. Specific Goals for Supervising Investigators

1. Review **100 % of supervisee investigative reports** within XX business days of submission, ensuring consistency and accuracy.
2. Conduct **field shadowing for each investigator XX times per year** to evaluate performance and mentor best practices.
3. Maintain a **regional training schedule** delivering at least XX investigator workshops annually.
4. Develop and maintain a **case-assignment tracking database** by XX date for caseload distribution and productivity monitoring.
5. (Professional Development) Attend one **national or regional investigator-skills conference** and lead one internal training session by XX date.

Goal Type 2: Professional Development, Wellness, and Personal Care (How You Grow and Sustain Performance)

1. Leadership Development and Learning

1. Complete **at least two supervisory or leadership trainings** (e.g., feedback delivery, coaching, inclusive supervision) by September 2026.
2. Request **360-style feedback** from at least three team members or peers annually and incorporate learnings into practice.

3. Create a **personal leadership development plan** with measurable goals by December 2025.
4. Identify and mentor **at least one emerging leader or high-potential staff member** by June 2026.
5. Attend or present at **one professional conference or agency training** related to leadership, DEI, or supervision.

2. Collaboration and Culture

6. Facilitate at least **two structured team-building or morale-boosting activities per year**.
7. Model **inclusive supervision** by incorporating DEI considerations into performance discussions and team planning.
8. Participate in **a cross-division mentorship or peer-learning network** to exchange best practices in management.

3. Reflection, Resilience, and Wellness

11. Maintain a **quarterly leadership reflection log** capturing lessons learned, challenges, and adjustments for the next quarter.
12. Schedule **at least one uninterrupted “strategy block” per month** to focus on planning rather than reactive work.
13. Participate in at least **one CPCS wellness or mindfulness session per quarter**, sharing takeaways with your team.
14. Establish **clear personal work boundaries** (e.g., designated no-email hours or coverage plans) and model them for your staff.
15. Take **a full week of uninterrupted vacation annually**, ensuring leadership continuity through proper delegation.