APSWI
Adult Protective Services
Workforce Innovations

Critical Analysis for APS Supervisors

Instructor-Led Training

We create experiences that transform the heart, mind, and practice.

Academy for Professional Excellence

About Us

Academy for Professional Excellence | APSWI Adult Protective Services Workforce Innovations

Providing approximately 50,000 learning experiences to health and human services professionals annually, the Academy's mission is *to provide exceptional workforce development and learning experiences for the transformation of individuals, organizations and communities.*

APSWI, or Adult Protective Services Workforce Innovations, is a program of the Academy that provides innovative workforce development to APS professionals and their partners.



San Diego State University

SDSU College of Health and Human Services School of Social Work

The Academy for Professional Excellence is a project of SDSU School of Social Work. Funding is administered by SDSU Research Foundation.

SDSU Research Foundation

Purpose of Land Acknowledgement



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The purpose of a land acknowledgement is to recognize the relationship of Indigenous peoples to the land. It is multi-faceted in it's meaning. It shows respect to the people of the land, to the land itself and to their relationship to one another. They are statements that recognize the dispossession from the land, the harm brought by colonial practices, beliefs and policies. They validate and recognize the continued presence of Indigenous peoples everywhere. Lastly, when offered in earnest and with sincerity, they are the first steps in reconciliation and healing.

Land Acknowledgement

National Deliveries

For millennia, hundreds of Tribal nations have been a part of this land. This land has nourished, healed, protected, and embraced them for many generations in a relationship of balance and harmony.

As members of the Academy community, we acknowledge this legacy. We promote this balance and harmony. We find inspiration from this land and its original inhabitants of this Nation.

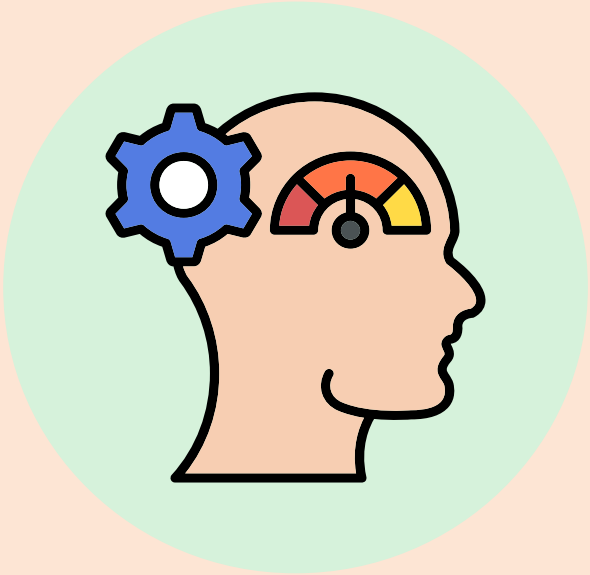
Making a statement isn't enough. It is important that we share ways people can take action to support Native American people and land back efforts. This can involve researching and learning more about the indigenous communities of the lands you are on at Native Land Digital; returning artifacts and land to their appropriate tribal communities; working to protect and preserve the land, and much more.

For more information and resources, see our Land Acknowledgement page.

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Learning Objectives

- Define critical analysis and why it is important in supervision
- Summarize the five elements of critical analysis
- Examine emotional intelligence skills and how they support supervisory effectiveness through self-awareness, self-regulation, and interpersonal relationships
- Apply the elements of critical analysis to supervisory practices involving staff and stakeholder engagement



What is critical analysis?

What is Critical Analysis?



Day in the life of an APS Supervisor?

"A structure that supports consistent, complex decision-making in APS cases, and the professional development and supervision of staff."

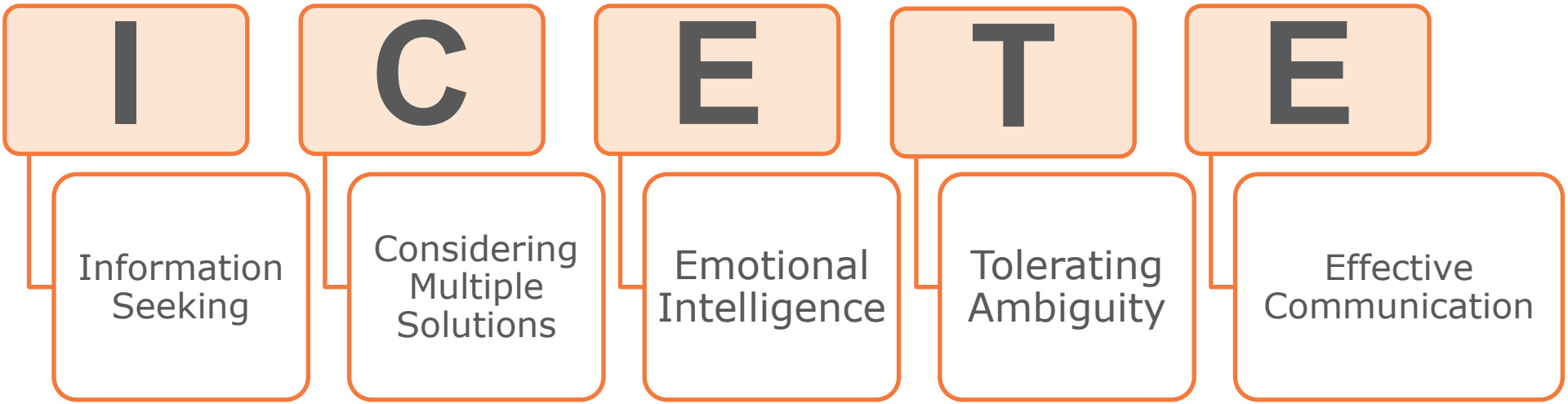
Critical Analysis in Supervision



- A systematic process to guide decision-making
- Shared structure for decisions
- Time for training, mentoring, and coaching staff to make consistent, complex decisions

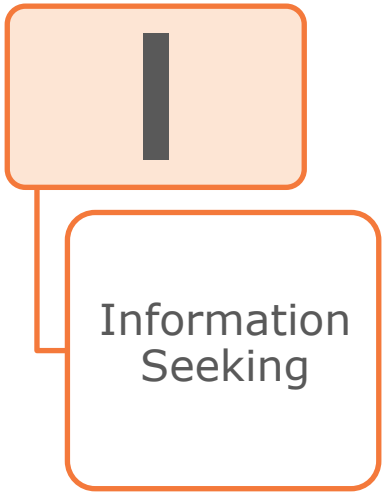
Five Elements of Critical Analysis

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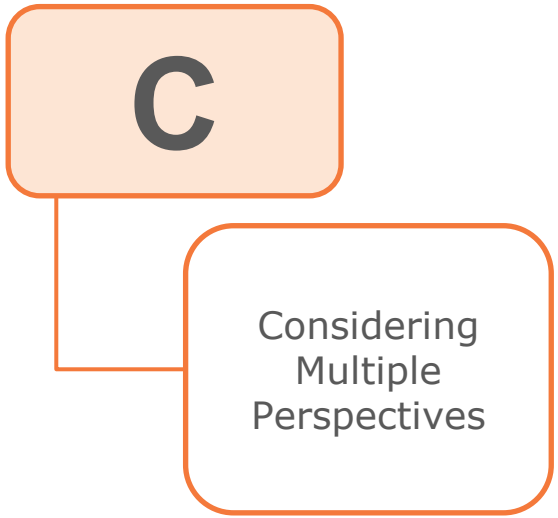
The "ICETE" acronym was created by Valerie Smith, LCSW, 2024. CONSULTING, ADVOCACY, AND THERAPEUTIC SERVICES, LLC, based on the work of Goleman, D. (2004); Hitchcock, D. (2017); Mathias, J. (2015).

Information Seeking



- Asks clarifying or additional questions
- Consult with experts/colleagues
- Reviews policy, procedures, regulations, and past practice
- Research definitions
- Utilizes knowledge/skills/experience of self and others

Considering Multiple Perspectives



- Consider alternatives
- Do not assume the easiest or quickest answer is the best
- Adopt a flexible mindset
- Be open to trying different approaches and ideas
- Have an understanding that what works in one situation may not work in another
- Consult – ask others for their ideas or perspectives

Emotional Intelligence



- Learning how you are perceived by others
- Knowing when you need a break
- Managing feelings, especially when stressed or under pressure
- Observing others' demeanor in response to you and adapting
- Taking the time to develop professional relationships

Tolerating Ambiguity



- Understanding that decisions made may change
- Adapting to change
- Using flexible thinking
- Using problem-solving skills

Effective Communication



- Active Listening
- Giving and receiving feedback
- Demonstrating empathy
- Showing respectfulness

ICETE – Self Reflection and Large Group Discussion



- Reflect on your experiences when you or someone at work demonstrated one (or more) of the ICETE elements.

Discuss:

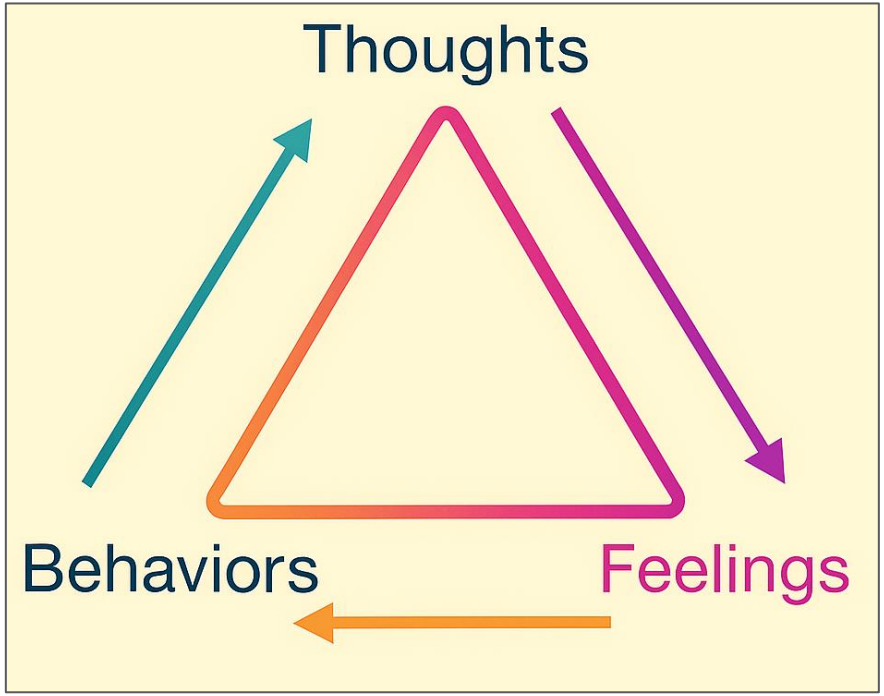
- *What made it effective in that situation?*
- *How did it impact the outcome or team dynamic?*

Three Core Skills of Emotional Intelligence



- **Self-Awareness**
- **Self-Regulation**
- **Interpersonal Skills**

Thought Triangle

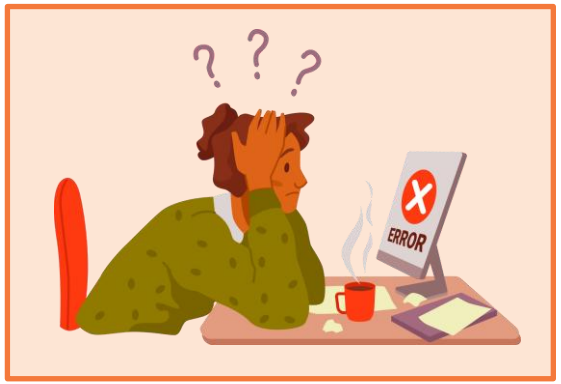


The team disagreed with me because they don't respect me

Defensive, Hurt

Shut down or become passive-aggressive in meetings

Emotional Intelligence: Self-Awareness and Making Mistakes



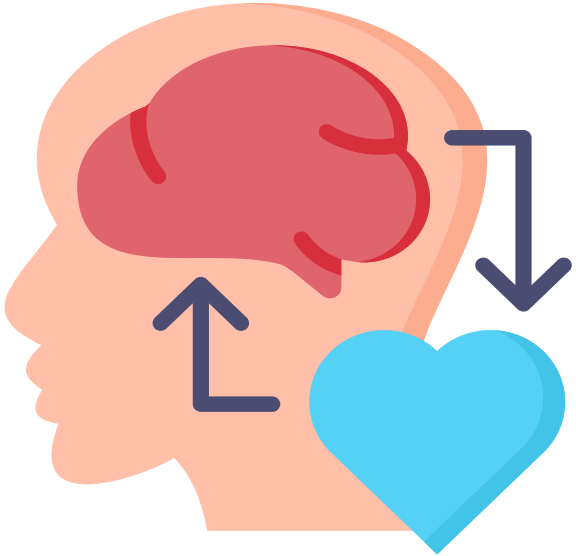
- Making a mistake or learning about a mistake by the team can impact your emotions, thoughts, or behaviors.
- It may cause feelings of embarrassment, diminish confidence, and lead to avoidance.
- It can also lead to feeling defensive or a denial of responsibility and looking for others to blame.

Self-Awareness: Growth vs. Fixed Mindset

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Growth	Fixed
Skills can be built by continuing to work through challenges and mistakes.	Skills can't or don't change.
Example: This job position looks challenging. I'm going to apply for it.	Example: That job position is totally out of my league, I'll pass.

Emotional Intelligence: Self-Regulation



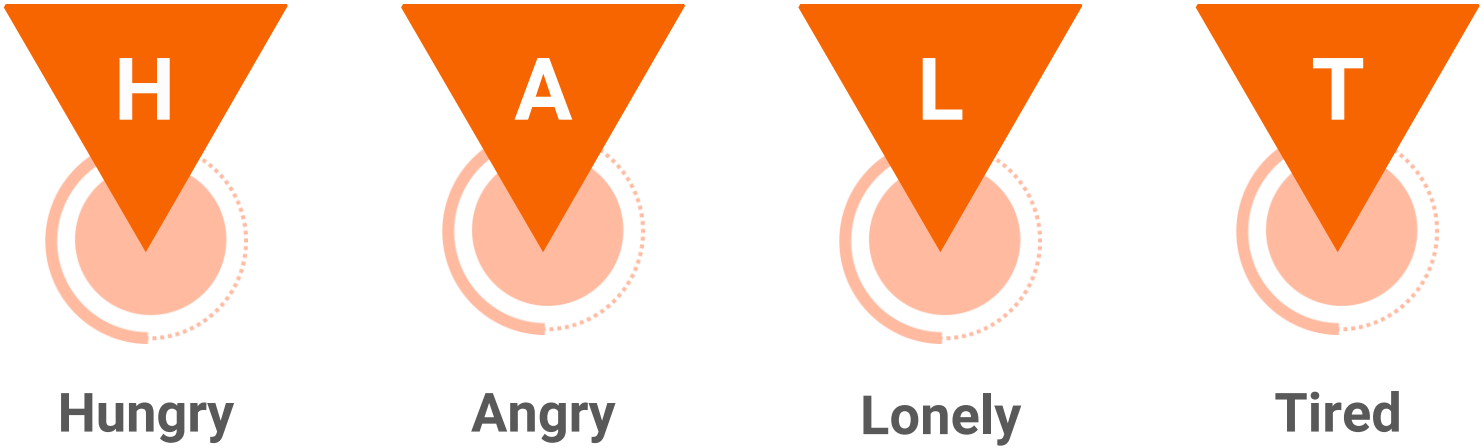
- Naming the emotion
- Validating the emotion
- Identifying triggers
- Mediation or mindfulness
- Talking through emotions
- Journaling
- Therapy
- Sleep hygiene

Emotional Intelligence: Self-Regulation and Self-Care



- Practice of taking care of physical, mental, emotional, and spiritual aspects of your life to promote health and wellness.
- It is a key practice for supporting emotional self-regulation.
- Promotes more consistent and thoughtful decision-making.

Practicing Self-Regulation: H.A.L.T Technique



Self-Reflection and H.A.L.T. Polling

Key Characteristics of Vicarious Trauma



- It can subtly shift someone's worldview
- Unlike burnout, which stems from chronic workplace stress, vicarious trauma is specifically linked to empathetic engagement with trauma survivors.
- Symptoms may include emotional numbness, intrusive thoughts, cynicism, difficulty sleeping, or a diminished sense of purpose.

Self-Regulation, Self-Care, and Vicarious Trauma



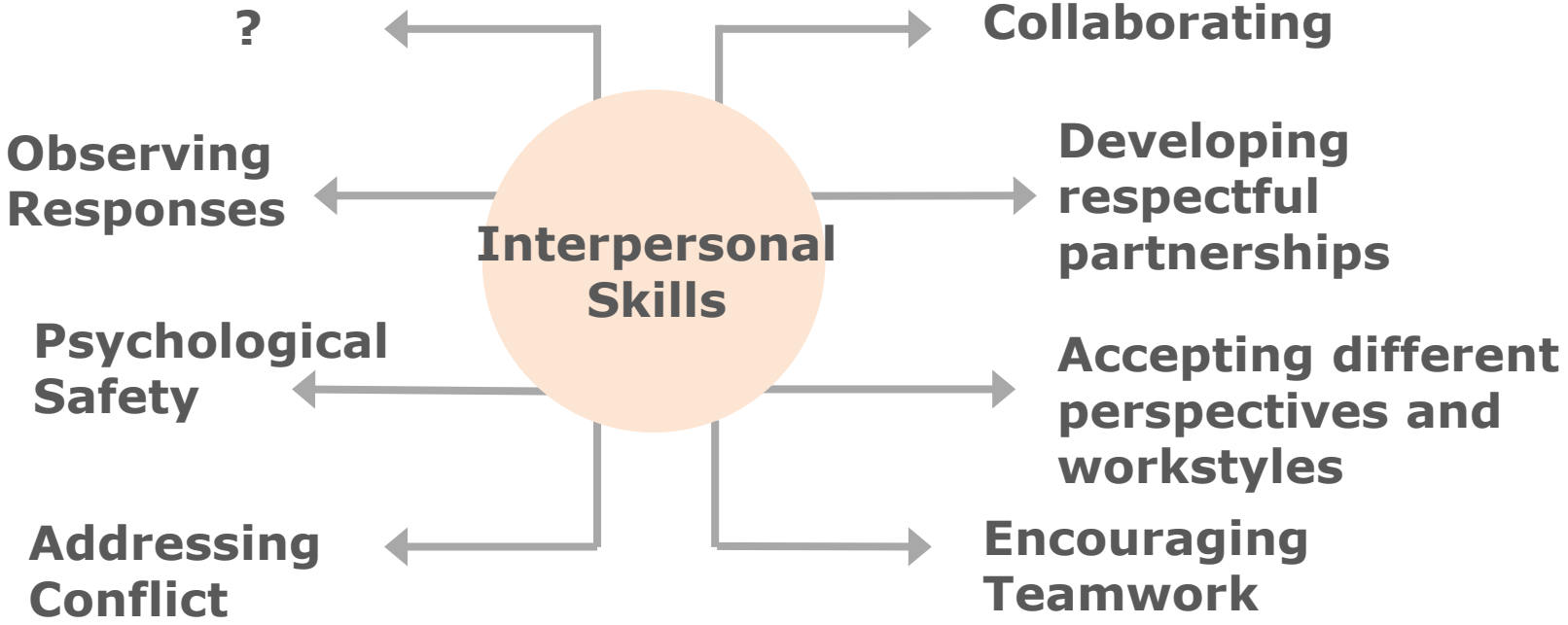
- Recognize the signs
- Use trauma-informed supervision
- Use reflective supervision techniques
- Seek support
- Practice self-care
- Access organizational/employee support

Emotional Intelligence and Interpersonal Skills



The ability to connect with others, navigate workplace dynamics, and communicate with professionalism.

Opportunities to Build and Strengthen Interpersonal Skills



Interpersonal Skills Scenario: Large Group Discussion



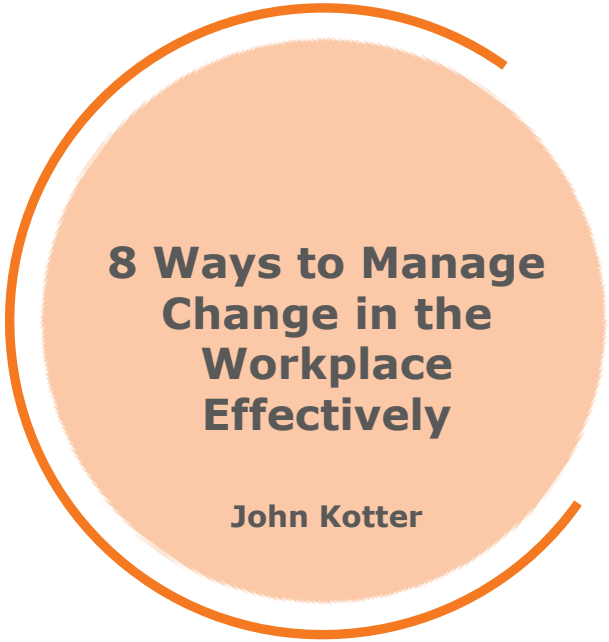
Read and review the case scenario

Respond to the following question:

How could the Supervisor in the scenario use opportunities to build or strengthen their interpersonal skills?

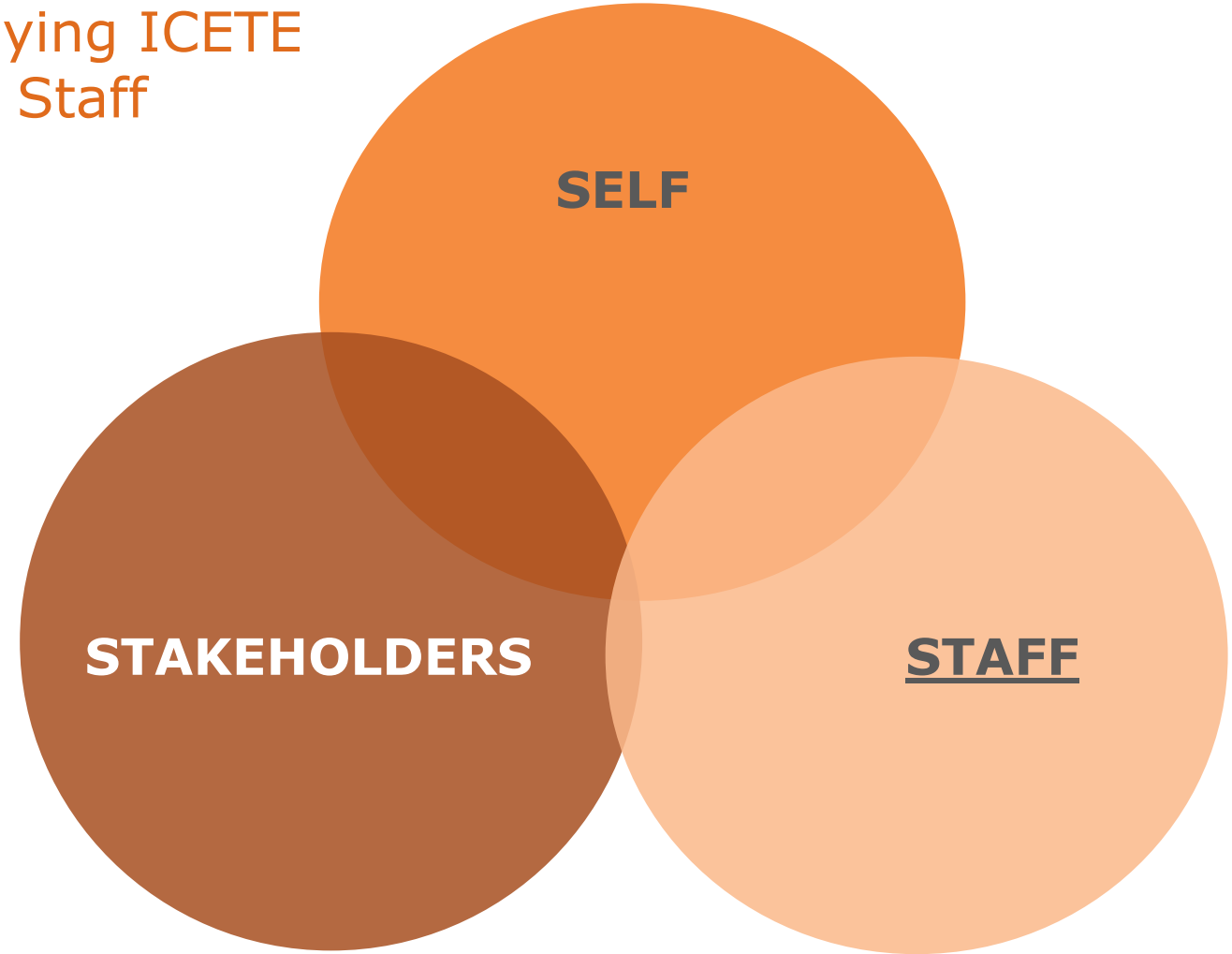
Participate in discussion and reflection

Managing Change



1. Have a Plan
2. Set Goals
3. Defining Change
4. Celebrate the Old
5. Articulate Challenges
6. Listen Carefully
7. Find Key Influencers
8. Adjust or Set New Performance Objectives

Applying ICETE with Staff



Information Seeking With **Staff**



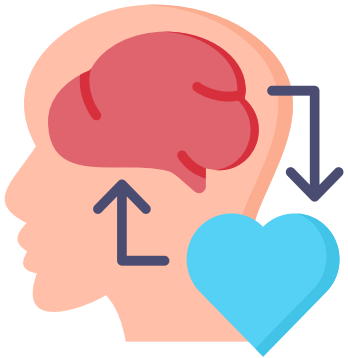
- Ask thoughtful, open-ended questions to understand the full picture without overwhelming staff.
- Approach conversations with curiosity and respect, not interrogation.
- Focus on clarity, not quantity.
- Use information seeking to uncover barriers, clarify expectations, and support ethical, client-centered decisions.

Consider Multiple Solutions With Staff



- Recognize that APS cases and staff situations are rarely one-size-fits-all—what works in one context may not work in another.
- Encourage staff to consult, reflect, and brainstorm rather than rushing to conclusions.
- Use open-ended questions to help staff think critically and creatively.
- Promote a mindset of curiosity over assumption, especially when addressing challenges or performance concerns.

Emotional Intelligence With Staff



- EI helps supervisors adopt a strengths-based perspective, especially when staff are facing challenges or self-doubt.
- Core EI skills (self-awareness, self-regulation, and interpersonal skill) enable supervisors to lead with empathy, patience, and clarity.
- Emotionally intelligent supervisors are better equipped to build trust, de-escalate tension, and model healthy communication.

Tolerating Ambiguity With Staff



- Acknowledging that APS work often involves uncertainty.
- Making the best possible decisions with the information available, while remaining open to new insights or adjustments.
- Encouraging staff to focus on progress, not perfection—modeling that being “right” isn’t always the goal.
- Leveraging the strengths and perspectives of both the supervisor and staff to navigate unclear situations collaboratively.

Effective Communication with Staff



- Learn to adjust communication styles
- Strive for clarity
- Observe non-verbal behaviors
- Give staff the time to communicate with you

ICETE in a Performance Case Scenario

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Read and review the case scenario

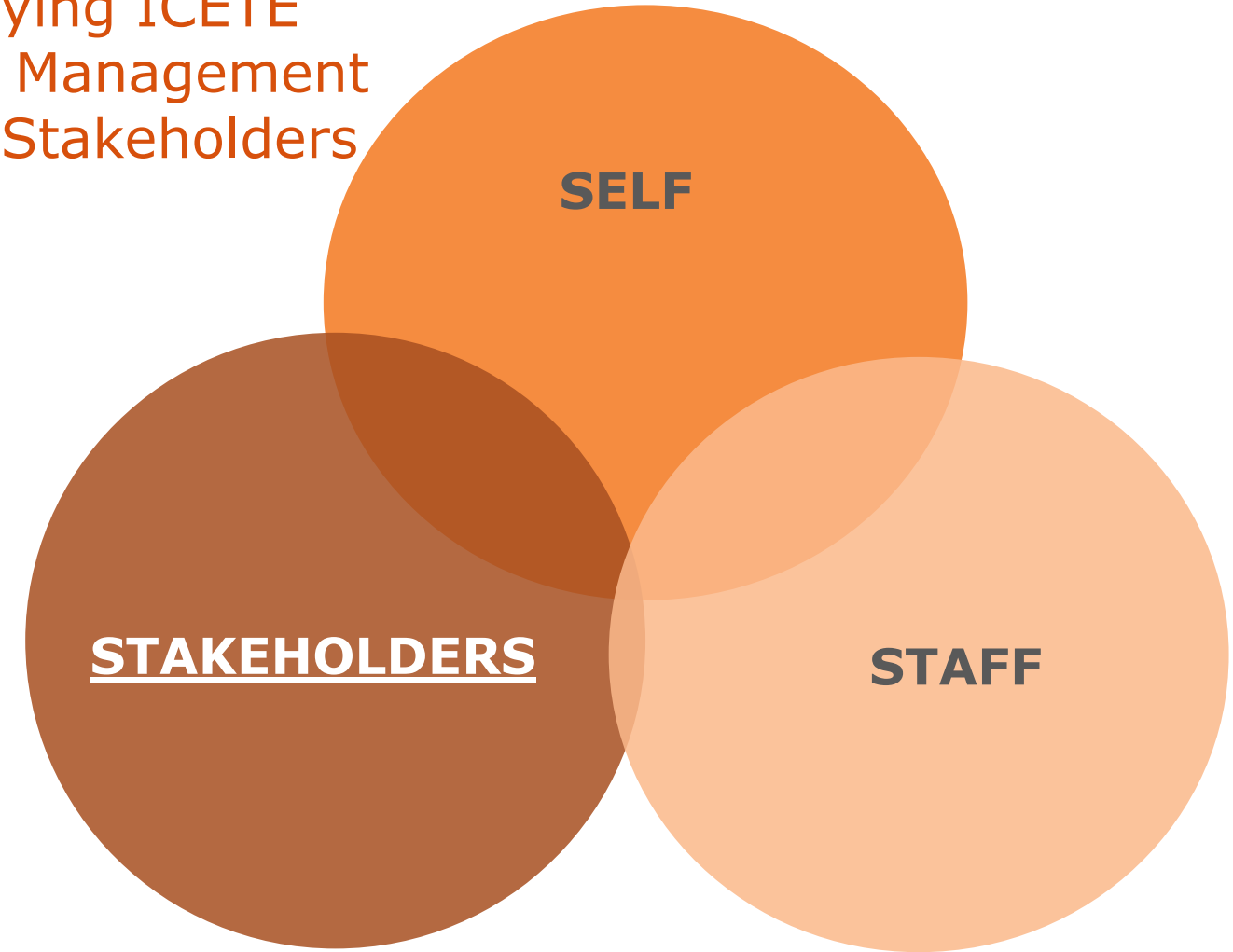


Join your breakout group and apply ICETE to the scenario



Report out and discuss

Applying ICETE with Management and Stakeholders



Applying ICETE with Partners and Stakeholder Meetings

- **Information Seeking:** gather and evaluate relevant information about the stakeholders, such as their roles, agency mission, expectations, and influence.
- **Consideration of Multiple Solutions:** review and interpret records, data, trends, and ask for perspectives.
- **Emotional Intelligence:** skills of self-awareness, self-regulation, and interpersonal skills can be used to engage with stakeholders, represent yourself and your employer in a professional manner.
- **Tolerating Ambiguity:** manage change and weigh the pros and cons of different ideas or initiatives.
- **Effective Communication:** strategies can foster partnership and collaboration.

ICETE and Leading the MDT Meeting

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Read and review the case scenario



Join your breakout group and, using ICETE, discuss what are some techniques that the APS Supervisor could apply to manage the MDT meeting and themselves?



Report out and discuss

ICETE – Review of Critical Analysis

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I	C	E	T	E
Information Seeking	Considering Multiple Solutions	Emotional Intelligence	Tolerating Ambiguity	Effective Communication

Email To Self: Specific Actions To "Try On"

Summary and Closing

- **Information Seeking:** Reduces bias and supports informed decisions.
- **Considering Multiple Solutions:** Encourages flexibility and creativity.
- **Emotional Intelligence:** Enhances self-awareness and relational leadership.
- **Tolerating Ambiguity:** Builds resilience in uncertain or complex situations.
- **Effective Communication:** Fosters trust, clarity, and collaboration.

P-I-E

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Priceless piece of information

- What has been the most important piece of information to you today?

Item to implement

- What is something you intend to implement from our time together today?

Encouragement you received

- What is something that you already are doing and were encouraged to keep doing?

Evaluations

Your feedback is valuable!

- Please complete evaluations.

Thank you for taking time out to spend on your own professional development.

Thank you for what you do for our communities!

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Thank You!

We envision a world where
the quality of life for individuals, organizations, and communities
is transformed into a healthier place.

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