

CHILD PROTECTION SERVICES
STANDARDS FOR EFFECTIVE PRACTICE

STANDARDS FOR ADMINISTRATION

10.6 SUPERVISION OF STAFF

Council on Accreditation Standards

The Council on Accreditation Standards G7 (Training and Supervision); G7.5 (Supervision); G9.6 (Case Supervision) link to and support Standard 10.6 *Supervision of Staff*.

Administrative Code

There are no Administrative Code Rules that directly address Standard 10.6 *Supervision of Staff*.

I. Philosophy

CFSA's recognize that a well-functioning organization requires effective staff supervision. Administrative, educational, and supportive supervision are requisite to the maintenance and operation of an effective system. Employees look to management to provide them with guidance and support as they seek to competently fulfill their job responsibilities. Effective supervision is essential to successful professional development. Management also has an obligation to seek feedback from employees regarding its effectiveness. Supervisors are responsible for modeling professional behavior with staff and consumers; informing staff of new research and changes in the field; and for assisting staff in achieving mission-focused outcomes. Effective supervision is necessary if the CFSA is to expect confidence and competence among employees in achieving their full potential, and meeting agency goals and program outcomes.

II. Outcome

Staff receives effective administrative, educational, and supportive supervision necessary to provide excellence in service to children, families and communities.

III. Evaluation

FACSIS events, CPOE and the Federal Health and Human Services outcomes may be considered when evaluating this standard. In addition, the CFSA may consider the following:

- evaluation of completion of Core for supervisors and managers;
- evaluation of supervisors in relation to Standard 10.6, *Supervision of Staff*.

IV. Standards for Implementation

A. Supervision and Probation of Staff

Employees of the CFSA should be informed of their job responsibilities and expectations at the time of hire. These should be reviewed annually. It is the responsibility of the supervisor to assure that new employees are provided with a job description, training, guidance, and on-the-job opportunities to learn and succeed in their new and ongoing roles.

- 1) Upon hire, CFSA employees should be provided with a copy of their job description. A copy should be signed by the employee and placed in the employee's permanent file.
- 2) CFSA should have a policy on the supervision and evaluation of new employees who are on probation. The supervisor should have a structured format for introducing employees to their job responsibilities and for monitoring their progress in learning the position.
- 3) CFSA supervisors should provide new employees with a formal mid-probation performance review which examines the employee's ability to perform job functions of the new position and should document their progress. If a problem is identified, the employee and supervisor should develop a corrective action plan.
- 4) CFSA supervisors should provide new employees with a final probation performance review which examines the employee's success in performing the functions of the new position. The supervisor should document the employee's progress. If a problem has been identified which can be corrected, the supervisor, with the employee, should develop a formal plan with time frames. When it is found that the problem cannot be corrected, the supervisor, with support from management, should counsel the employee out of the position as part of the final probationary process.
- 5) When the final probation review finds the employee successful in carrying out the functions as required in the job description and the ITNA, the supervisor and the employee should, again, review the job description and, based on the employee's strengths and areas for improvement, develop performance objectives for the next review period and identified training needs.

B. Skill Development and Training of Direct and Indirect Service Staff

Supervisors are responsible for supporting the skill development of staff. Supervisors should identify and track staff skill concerns and training needs, and provide skill building opportunities necessary to develop a confident and competent employee population.

- 1) CFSA should have a policy regarding staff training and required annual training hours which identifies the supervisor's role in assuring that training needs are met (see Administration Standard 10.7, *Staff Orientation and Training* and Human Resources Standard 11.5, *Staff Orientation and Training*).
- 2) Completed training should be documented by the CFSA for the duration of the employee's tenure with the agency.
- 3) The supervisor, during each annual performance evaluation, should identify skill concerns and develop performance objectives for supporting the development of staff for the next reporting period.

C. Monitoring Performance of Staff

Management has a responsibility to monitor and evaluate staff performance. This is effectively accomplished by reviewing staff performance with the input of those who work with, and know the work of, the individual under review. Balancing the supervisor's evaluation of the employee with that of colleagues, subordinates, care providers (when appropriate), and other administrators gives the individual an

opportunity to reflect on his/her past performance to plan career development strategies for the next reporting period.

- 1) CFSA's should have a policy on the annual evaluation of employees which should include, but not be limited to, the following:
 - a. review of the employee's job description, job functions and job accountability;
 - b. development of measurable performance objectives for use during the current reporting period;
 - c. narrative objective summary by the supervisor of the employee's strengths and weaknesses.

- 2) Supervisors should provide regular, balanced, and constructive feedback on employee job expectations and the annual performance objectives.

Feedback should be provided during weekly supervision, midyear, and during the annual performance evaluation. The supervisor should document having provided performance-based feedback to the employee.

- 3) Supervisors should conduct, as part of the regularly scheduled supervisory conferences, a midyear performance review with the employee. This review should involve a conversation regarding the employee's performance and progress in meeting established objectives for the review period.
- 4) In cases where it is determined that an employee is not meeting job expectations, the supervisor, together with the employee, should develop a corrective action plan including time frames for completion. The supervisor should be responsible for assisting the employee in implementing the plan and providing follow-up and regular feedback until the employee successfully meets activities as outlined in the corrective action plan.
- 5) In cases where the employee is unable to successfully meet job and performance expectations, the supervisor should follow the CFSA's progressive discipline policy.
- 6) Supervisors should complete an annual performance evaluation on each employee, and include the employee in the process according to established and documented agency performance evaluation protocols. The performance evaluation process should include, but not be limited to:
 - a. review of the employee's work for the period under review;
 - b. review of the performance objectives;
 - c. development of performance objectives for the next review period;
 - d. input from consumers, colleagues, subordinates, etc.

The performance evaluation may be based on a CFSA-sanctioned evaluation form but should always include a written, objective narrative summary by the supervisor.

D. Discipline of Staff

- 1) The CFSA should have a policy on employee discipline. The policy should address agency protocol for administering progressive discipline and under what circumstances formal discipline is used.
- 2) The supervisor should be aware of and understand the various stages and protocols for taking employee disciplinary action.

E. Supervision of Employees: Direct Service Staff

The direct service supervisor should be a consultant, mentor, and trainer to the direct service staff to reinforce family-centered practice in assessment and service delivery. This requires that the supervisor monitor casework quality by providing guidance and clinical input, and by assisting staff in decision making during critical points in the life of each case.

- 1) Supervisors are responsible for coaching staff in their attempt to engage the family in resolving presenting and underlying problems. This is best accomplished through regular individual and group case conferencing, random home visits with staff, and attending periodic court hearings and case staffings.
- 2) CFSA's should have a designated back-up supervisor to answer questions, provide feedback, and make decisions when the immediate supervisor is unavailable.
- 3) Supervisory staff should be available to assist staff, answer questions, and provide support on an as-needed basis.

F. Supervision of Direct Service Staff on Probation

- 1) New staff should receive twice weekly face-to-face supervision with their supervisor during the first six months of employment for direction, support, and to review cases. The supervisor should document the twice weekly meetings to provide the employee with feedback regarding job performance during the mid and final probationary reviews.
- 2) Supervisors should accompany new staff on one home visit per month for the first six months of the staff's employment. The supervisor should document the staff's ability to conduct appropriate casework practice. The home visit may constitute a face-to-face supervision during the week the home visit is made.
- 3) Supervisors, or appropriate staff designated by the CFSA, should attend some or all adjudicatory and disposition hearings with new staff during the first six months staff members are on the job.

G. Supervision of Direct Service Staff Post-Probation

In addition to the standards for the supervision of staff as described under Monitoring Performance of Staff, the following standards should apply.

- 1) The supervisor should provide scheduled weekly conferences for each staff member.
- 2) The supervisor should take responsibility for reviewing the entire caseload of their staff at least monthly, following the probationary period, to assess the movement of the family in meeting their case goals and objectives.
- 3) Following the probationary period, the supervisor should accompany staff on two home visits annually (although staff may request additional home visits of the supervisor).
- 4) The supervisor should annually critique and document a minimum of two case file reviews for each staff member. The supervisor should use this information to help the individual and the unit identify skill strengths and weaknesses which require corrective action.

- 5) The Supervisor should conduct monthly Unit meetings using an agenda and recording minutes.

H. Supervision of Employees: Intensive Family-Based Services

Intensive Family-Based Services (IFBS) is crisis-oriented and based on time-limited agency involvement and service intensity. The nature of the family stabilization effort under IFBS requires that the supervisor provide a heightened degree of staff support and assistance. Supervision should be intense, focused, and accessible. In addition to the standards under Monitoring Performance of Staff (C), and Supervision of Direct Service Staff (E), the following standards apply.

- 1) The IFBS supervisor and staff member hold weekly case conferences. Staff in the program for less than one year should meet twice weekly during the first year of service.
- 2) Following the probationary period, the IFBS supervisor should review the entire caseload of the unit at least weekly to assess the movement of the family in meeting their case goals and objectives.
- 3) The IFBS supervisor, as the support team member or back-up practitioner for the family, should be available to staff on a 24 hour per day, seven day per week basis.
- 4) The IFBS supervisor should accompany staff on a minimum of one home visit per quarter. Staff in the program for less than one year should be accompanied by their supervisor on one home visit per case for the first year of employment in the program.
- 5) To provide support to staff regarding IFBS program and practice, IFBS supervisors should carry a minimum of one case per year.
- 6) The IFBS supervisor, as part of the staff performance evaluation process, should be responsible for coordinating the completion of client program assessment surveys at the time of case closure.
- 7) The IFBS supervisor should periodically review and provide training to staff regarding program philosophy, research, and practice in the field.

V. Financial Implications

Ohio's Needs Assessment, conducted by PCSAO for the Ohio Department of Human Services in 1995, indicated that Ohio's CFSA's meet the generally accepted principles for supervisory span of control (4-7 employees per supervisor). However, that same needs assessment indicated that for Ohio to effectively implement the PCSAO maximum workload standards per staff member, an additional 6,858 workers would be needed statewide (see Standard 10.1, *Management of the CFSA*). The following cost estimates would provide supervisors for these additional staff on a 1:5 ratio. Estimates are on a statewide basis.

909 Supervisors are currently in the system @ \$27,000.

Breakdown: Annual salary = \$24,543,000

\$ 3,693,721. PERS/WC

\$ 4,363,200. Health Ins.

\$ 1,380,771. Supplies, etc.

\$33,980,692 Total

6,858 FTE's needed to implement max. workload standard
5 FTE's per supervisor = 1,371 new supervisors required
1,371 additional supervisors @ \$27,000.
Breakdown: Annual salary = \$37,017,000.
\$ 5,571,585. PERS/WC
\$ 6,580,800. Health Ins.
\$ 2,083,660. Supplies, travel, etc.
\$51,253,045 Total