

7. Establish and maintain an efficient and comprehensive recordkeeping system that provides clear, chronological documentation of supervisory activities. (i.e., staff meeting notes, writ reprimands, corrective action plans, chart review documentation and follow up, etc...)

Strong need for training Moderate need for training No need for any further training

8. Maintain high standards of clinical care (e.g., hiring, performance recognition, disciplinary action, suspension, termination of clinical staff).

Strong need for training Moderate need for training No need for any further training

9. Monitor and maintain clinical staff job descriptions according to agency policies and procedures.

Strong need for training Moderate need for training No need for any further training

10. Understand and help employees understand and manage the relationships among clinical services, fee assessment and collection, and overall fiscal responsibility.

Strong need for training Moderate need for training No need for any further training

11. Understand and comply with procedures necessary for processing third-party payment claims, if applicable.

Strong need for training Moderate need for training No need for any further training

12. Develop and rely on schedules, deadlines, and reminders to meet service needs and ensure completion of assigned projects and tasks.

Strong need for training Moderate need for training No need for any further training

13. Develop and comply with intra-organizational and inter-organizational agreements that expand, enhance, and expedite service delivery.

Strong need for training Moderate need for training No need for any further training

14. Maintain security of all pertinent documents.

Strong need for training Moderate need for training No need for any further training

15. Structure and facilitate effective staff meetings.

Strong need for training Moderate need for training No need for any further training

16. Communicate agency expectations about the job duties and competencies, performance indicators, and criteria used to evaluate job performance.

Strong need for training Moderate need for training No need for any further training

17. Work with department of professional development in assessing competencies of all staff and engaging all staff members in necessary staff training.

Strong need for training Moderate need for training No need for any further training

18. Assist in engaging employees in reviewing professional development goals and objectives and reinforcing performance improvement with positive feedback.

Strong need for training Moderate need for training No need for any further training

19. Communicate feedback clearly, including feedback regarding performance deficits, weak competencies, or harmful activities.

Strong need for training Moderate need for training No need for any further training

20. Provide timely written notification of all performance problems and ensure that employees understand the feedback.

Strong need for training Moderate need for training No need for any further training

21. Self-assess for evaluator bias (e.g., leniency, overemphasis on one area of performance, favoritism, stereotyping) and conflict with other administrative roles.

Strong need for training Moderate need for training No need for any further training

22. Possess skill in responding effectively to staff and patients (i.e.: patient grievances, staff complaints, evaluating critical incidents, etc...)

Strong need for training Moderate need for training No need for any further training

23. Use a leadership style that creates and maintains an environment based on mutual respect, trust, and teamwork.

Strong need for training

Moderate need for training

No need for any further training

24. Be a role model by taking full responsibility for one's decisions, supervisory practices, and personal wellness.

Strong need for training

Moderate need for training

No need for any further training

25. Seek job performance feedback from employees, peers, and executive managers to improve supervisory practices.

Strong need for training

Moderate need for training

No need for any further training

26. Understand the historical context of treatment for substance use disorders and use that understanding to participate in developing the agency's guiding vision and its related mission, principles, and sense of purpose.

Strong need for training

Moderate need for training

No need for any further training

27. Clarify agency vision, mission, and service goals and objectives for the supervisee.

Strong need for training

Moderate need for training

No need for any further training

28. Interpret agency mission, policies, procedures, and critical events.

Strong need for training

Moderate need for training

No need for any further training

29. Effectively communicate those interpretations to supervisees and foster an organizational climate that promotes continuous improvement and excellence in client care.

Strong need for training

Moderate need for training

No need for any further training

30. Understand, monitor, and ensure compliance with State and Federal regulations and CARF standards for the delivery of substance use disorder treatment.

Strong need for training

Moderate need for training

No need for any further training

31. Recognize the safety and security issues facing the organization and participate in enforcing and enhancing organizational policies that ensure the safety and security of clients, personnel, and facilities.

Strong need for training Moderate need for training No need for any further training

32. Understand the importance and be proficient in assuring that the facility and its grounds are consistently well maintained.

Strong need for training Moderate need for training No need for any further training

33. Teach, mentor, and coach in the context of the organization's core values.

Strong need for training Moderate need for training No need for any further training

34. Guide through motivational empowerment rather than control. Facilitate work through team building, training, coaching, and support.

Strong need for training Moderate need for training No need for any further training

35. Plan and organize for orderly workflow, controlling details without being overbearing.

Strong need for training Moderate need for training No need for any further training

36. Empower and delegate key duties to others while maintaining goal clarity and commitment.

Strong need for training Moderate need for training No need for any further training

37. Encourage staff participation in communicating observations, ideas, and suggestions to agency management.

Strong need for training Moderate need for training No need for any further training

Employee Signature/date