

Chapter:	Human Resource Management		
Title:	Employee Supervision		
Policy: <input checked="" type="checkbox"/> Procedure: <input type="checkbox"/>	Review Cycle: Triennial Author: HR Specialist	Adopted Date: 09.2023 Review Date: 09.2023	Related Policies: Progressive Discipline Performance Evaluation Students and Interns Professional Licensure

Purpose:

Hopeful Horizons (HH) considers effective employee supervision to be an integral part of the organization’s success. This policy provides for a consistent approach to employee supervision geared to achieving the organization’s mission, vision, values and goals, and in so doing enhancing the quality of staff work experience and performance.

Scope:

This policy applies to

- All HH Staff Selected HH Staff, as specified:
 HH Board Members HH Volunteers
 Other: Students and Interns

Policy:

All HHs’ employees shall receive regular supervision to assure that they are adequately and competently performing their job duties/responsibilities and as a means of interacting with their immediate supervisor for support in their work. For the purposes of this policy, the term “supervisor” refers to any employee whose job description includes supervisory responsibilities (for example supervisor, manager, director, etc.). Supervision is a required activity whenever supervisory responsibilities are defined in an employee’s job description.

- A. **Requirements and Expectations:** New employees or employees working on a performance improvement plan resulting from progressive discipline shall have scheduled supervision at least every two weeks until they demonstrated required competency and the ability to work with less supervision. All other employees shall have one-on-one scheduled administrative and program specific supervision at least quarterly.

The following topics shall be covered through the course of routine supervision at a frequency determined based on the need of the employee/program:

1. Review of work done and evaluation of performance and achievements in relation to annual goals and organizational priorities
2. Need for any personal support to staff where work can be difficult and stressful
3. Review of records/documentation to ensure they are up-to-date, complete, accurate and clear, and that they comply with relevant policy and procedures including security and confidentiality
4. Awareness and understanding of relevant policies, procedures and standards
5. Monitoring of action plans arising from audits or performance improvement requirements
6. Review of attendance management
7. Review and evaluation of learning and professional development activities undertaken
8. An opportunity for two-way feedback on the supervisor-supervisee working relationship

9. Suggestions for improving employee performance
10. Agreement of clear, realistic, measurable objectives and activities for work and professional development during the period to the next planned supervision
11. Other topics either party wishes to discuss.

B. Types of Supervision: HH recognizes that supervision must address varying and unique aspects of employee positions and, when appropriate, shall include:

1. **Administrative Supervision**: All supervisors are responsible to provide employees with consistent administrative supervision to assure:
 - Compliance with HHs' policies, procedures and standards of conduct
 - Work performance is timely, of good quality and meeting organizational standards
 - Employees have the requisite skills, competencies and training to perform job duties
 - Employee work performance questions and concerns are addressed in a timely and constructive manner
 - When indicated and/or desired, employees have growth opportunities to realize advancement opportunities or growth in their position
 - Fidelity to evidence-based models and program/grant-specific compliance requirements.
2. **Program-Based Clinical Supervision**: Employees shall receive supervision specific to program/department goals, standards, expectations and operating procedures. Program-based clinical supervision may include:
 - Staff administering an evidence-based clinical practice that includes assessment of fidelity
 - Program-specific compliance requirements
 - Adherence to professional standards and codes of conduct.
3. **Clinical Supervision for Licensure**: HH shall provide or arrange clinical supervision, by an approved and appropriately credential/licensed clinical supervisor, for employees working in a direct service capacity who:
 - Possess an associate, temporary or limited licensure
 - Possess a baccalaureate social worker or masters social worker licensure
 - Are pending licensure/certification
 - Are a student/intern working in an instructional program toward professional licensure.

Clinical supervision for licensure shall be established consistent with professional licensure standards and in accordance with South Carolina Law. An employee with pending, temporary or limited licensure shall demonstrate having met requirements for full licensure within six months of employment or assignment to a direct service position requiring licensure.

Contractors of clinical supervision shall provide proof of licensure qualification and the related contract shall reference and include HHs' Supervision policy and procedure as required standards for performance.

- B. **Approach to Supervision:** The supervisor shall use an objective strengths-based approach to supervision. The following strategies should be incorporated in supervision based on the needs of the employee:
1. The supervisor will work with the employee to set meaningful, attainable goals
 2. The supervisor shall set clear expectations for how the employee performs their work
 3. The supervisor and employee should approach supervision as a collaborative process for learning and engagement
 4. The supervisor's shall support the employee in gaining required skills and competencies to perform job functions successfully
 5. The supervisor shall assist the employee in accessing or provide the employee with the necessary tools and resources essential to the work being completed
 6. The supervisor shall provide assessment and constructive feedback on the employee's work performance and progress toward meeting the goals of the position
 7. When opportunities for improvement arise, the supervisor shall provide timely, objective and solution-focused coaching to support the employee to achieve improved performance
 8. Consistent with HHs' policies and procedures, the supervisor shall complete a structure performance evaluation at least annually
 9. The supervisor shall document scheduled supervision in accordance with HHs' procedure, Implementing and Documenting Supervision.

Communication and Training:

The Board shall receive a copy of the policy at the time of periodic review and will have an opportunity to ask clarifying questions during the approval process. Employees and volunteers shall receive notice of the Board's policy review and approval including notice of any substantive changes. The notice will provide a link to the policy located on the HH website.

New supervisors shall have initial orientation to HHs' supervision requirements. Supervisors may seek or be requested to participate in additional training to improve their skills and knowledge of the supervision process and strategies.

Definitions:

1. Administrative Supervision: Concerned with oversight of federal, state and agency regulations, program policies, rules and procedures.
2. Approved supervisor: means a licensee who has met the requirements for approval as a professional counselor supervisor, marriage and family therapy supervisor, or addiction counselor supervisor as provided in regulation. SC Code 40.75.20(3); or "Approved Clinical Supervisor" means a licensed clinical social worker who has met the qualifications as determined by the board. SC Code 40-63-10(4)
3. Associate licenses: A professional counselor associate license, marriage and family therapy associate license, or addiction counselor associate license must be issued to an applicant who has satisfied the educational requirements, as specified by the board in regulation, for licensure but who has not yet completed the supervision or experience requirements and has passed the examination required for licensure. SC Code 40.75.240
4. Clinical Supervision: An interactional professional and educational relationship between a clinical supervisor and a supervisee that provides evaluation and direction over the

individual's practice of service/treatment work and promotes continued development of the supervisee's knowledge, skills, and abilities to engage in the practice of clinical practice in an ethical and competent manner.

5. Clinical Supervisee: Any professional, paraprofessional, student or volunteer providing direct treatment services or supports in a clinical area.
6. Practice of Baccalaureate Social Work: means the professional application of social work theory, knowledge, methods, principles, values, and ethics and the professional use of self to restore or enhance social, psychosocial, or biopsychosocial functioning of individuals, couples, families, groups, organizations, and communities. The practice of Baccalaureate Social Work is a basic generalist practice that includes assessment, planning, intervention, evaluation, mediation, case management, information and referral, counseling, advocacy, supervision of employees, consultation, client education, research, community organization, and the development, implementation, and administration of policies, programs, and activities. Baccalaureate Social Workers are not qualified to diagnose and treat mental illness nor provide psychotherapy services. Baccalaureate Social Work is practiced only in organized settings such as social, medical, or governmental agencies and may not be practiced independently or privately. 40-63-20(23)
7. Practice of Masters Social Work: means the application of social work theory, knowledge, methods, and ethics, and the professional use of self to restore or enhance social, psychosocial, or biopsychosocial functioning of individuals, couples, families, groups, organizations, and communities. Masters Social Work Practice requires the application of specialized knowledge and advanced practice skills in the areas of assessment, treatment planning, implementation and evaluation, case management, information and referral, mediation, client education, counseling, advocacy, supervision of employees, consultation, research, community organization and development, administration of social work policies, programs and activities, and outcome evaluation. The practice of Masters Social Work may include the practice of Clinical Social Work under clinical supervision within a recognized, organized setting such as social, medical, and governmental agencies. LMSW's may engage only in supervised practice in such agencies and may not practice privately or independently. 40-63-10(26)

Other Related Materials:

Implementing and Documenting Supervision Procedure
Clinical Supervision Contract
Clinical Supervision Log

References/Legal Authority:

[APA Guidelines for Clinical Supervisors in Health Service Psychology, APA Council of Representatives, 2014.](#)
[Professional Counselor and Marriage and Family Therapists, SC Code of Laws 40.75.30, Licensure Requirements.](#)
[Independent Social Worker – Clinical Practice, SC Code 40.63.240, Licensure Requirements, Qualification of Applicants \(Psychologist\), SC Code 40.55.80, Application for Licensure.](#)

Change Log:

Date of Change	Description of Change	Responsible Party
09.2023	New policy	N. Miller, Prog. Eval. Consultant, in consultation with R. Lucovich