

Standing in the Gap: Front Line Supervisors

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Profiling Your Front Line

- Experience
- Philosophical Orientation
- Skill Sets
- Knowledge/ Competencies

On a scale of 1 to 5...

Rank the competency level of your supervisory/management team on:

- Ebp
- Policy
- Disciplinary procedures
- Relationship skills
- Coaching skills

Quality Assurance: What is the supervisor's role, relative to:

- Case file audits
- Treatment referrals
- Training
- Fidelity of assessment
- Officer performance

Supervisors' degree of power & influence

- Officer performance
- Policy decisions
- Department's strategic plan

(How much they have vs. how much they *should* have...)

Training

What are the biggest training needs of your supervisors?

Communication

- How do you communicate with your supervisors?
- How do your supervisors communicate with you?

Performance Expectations

- What exists?
- What *should* exist?

Promotions to Supervisor Level

- Do your promotional criteria have anything to do with your hiring criteria?
- Who makes promotional decisions?
- How?