DCFS Supervisor Competencies
Based on Competencies Developed by the Institute for Human Services
And Adopted/Modified by the Arkansas Division of Children and Family Services

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501	**Core: Managing Within A Child & Family Service System: Leadership Administration & Performance Improvement**
501-1	The supervisor knows the structure, functions, and operations of an effective system, based on the mission and vision of the organization.
501-2	The supervisor knows the importance of creating a shared vision of a positive future for children and families to help employees find meaning and value in their work.
501-3	The supervisor knows the relationship between division purpose and the division's structure, goals and objectives, policies, procedures, work activities, and task assignment.
501-4	The supervisor can identify supervisory job roles and responsibilities that serve leadership, administrative, and supportive functions.
501-5	The supervisor knows how to define job tasks and formalize them into written position descriptions.
501-6	The supervisor knows the importance of formulating and communicating performance expectations of staff in behavioral and measurable terms.
501-7	The supervisor knows the importance of planning at all levels in the agency and knows the proper steps in the planning process.
501-8	The supervisor knows how to develop and implement systems to organize and monitor work activities to assure effective unit and individual performance.
501-9	The supervisor knows the elements of an effective performance evaluation and knows how to objectively and productively conduct an individual performance evaluation.
501-10	The supervisor knows strategies to analyze performance problems and to provide feedback to staff members regarding their performance.
502	**Core: Managing Work Through Other People: Diversity in the Workplace**
502-1	The supervisor understands factors that motivate performance and can use this information to assist staff members to improve job performance.
502-2	The supervisor knows how and can recognize how a staff members' attitudes, needs, behaviors, personal preferences, and cultural backgrounds may influence perceptions and performance.
502-3	The supervisor is able to communicate information to staff in a clear, precise, and understandable manner.
502-4	The supervisor knows how regular supervisory conferences should be used to provide feedback and corrective action in a productive and supportive manner.
502-5	The supervisor can identify various management strategies and understands how to choose a strategy that best achieves the desired outcomes.
502-6	The supervisor understands how power and authority can be used to influence and motivate staff performance and to promote agency change.
502-7	The supervisor is able to recognize conflicts which affect staff performance and can assess if, when, and how to become involved to resolve the conflict.

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503 Core: Transfer of Learning: The Supervisor's Role in Developing Staff

503-1 The supervisor understands how unclear or inappropriate mission or goals, poor system structure, and uncomfortable climate create barriers to learning and overall performance improvement.

503-2 The supervisor is able to formulate and communicate performance expectations in behavioral and measurable terms.

503-3 The supervisor knows how staff members' learning styles affect attitudes, needs, and approaches to learning.

503-4 The supervisor can differentiate training problems (knowledge and skill deficiencies) from other "non-training" performance problems.

503-5 The supervisor understands the importance of pre-service orientation and competency-based in-service training to assure that staff acquire the knowledge and skills to perform their jobs, and knows how to conduct an individual training needs assessment.

503-6 The supervisor knows strategies to assist in the transfer of knowledge and skills learned through in-service training onto their jobs.

503-7 The supervisor can effectively conduct on-the-job training when appropriate and support transfer of learning from formal in-service training through the use of transfer strategies.

504 Core: Supervising & Managing Group Performance: Developing Productive Work Teams

504-1 The supervisor knows the structure, function, and operations of different types of work groups, and knows how to determine which type of group is needed to best achieve the desired outcome.

504-2 The supervisor understands the developmental concepts and dynamics of group process and knows the role of the leader and the most appropriate management strategies for different developmental stages.

504-3 The supervisor can identify situations when group decision making is the most appropriate decision making approach.

504-4 The supervisor understands how unclear or inappropriate mission or goals, poor group structure, and uncomfortable climate create barriers to group productivity and knows strategies to address these barriers.

504-5 The supervisor knows how to plan, organize, and lead effective meetings.

504-6 The supervisor knows strategies to promote collaboration and effective conflict resolution within the group.

521 Supervising Case Plan Development & Implementation

521-1 The supervisor knows and can apply relevant federal, state, and local agency statutes, rules, policies, procedures, and best practice standards related to case planning.

521-2 The supervisor has the technical knowledge and skills for effective case plan development and implementation, can model and teach the required skills to staff, and can assist staff to

integrate knowledge and skill acquired through training onto the job.

521-3 The supervisor knows how to structure supervisory conferences with staff members to review and monitor case planning and casework activities.

521-4 The supervisor knows strategies to assist Specialists in identifying and accessing community resources for families.

521-5 The supervisor can gather performance data to monitor the Specialist's completion of activities and the provision of services as listed in the family case plan.

521-6 The supervisor is able to engage community professionals and agencies to collaborate in the development and implementation of family case plans for families who are served by multiple community providers.

522 Supervising Sexual Abuse Services

522-1 The supervisor knows and can apply relevant federal, state, and local agency statutes, rules, policies, procedures, and best practice standards related to sexual abuse investigation and treatment.

522-2 The supervisor knows the competencies necessary for effective sexual abuse casework, and can model and teach the required knowledge and skills to staff.

522-3 The supervisor can classify referrals and complaints of sexual abuse using the division's priority rating system and can assign referrals for assessment accordingly.

522-4 The supervisor can adjust unit structure, case assignments, and supervisory strategies to accommodate program issues unique to sexual abuse, including specialized methods of family and health & safety assessment, Specialists continuity, rotation of staff, and management of workload to prevent burnout.

522-5 The supervisor knows the special characteristics needed by staff to work with sexual abuse cases, including general casework experience, comfort with issues of sexuality, skills in interdisciplinary teamwork, assertiveness, and willingness to use the legal system.

522-6 The supervisor knows how to advocate for specialized resources within and outside the agency to support sexual abuse services.

522-7 The supervisor can recognize when a Specialist's emotional responses interfere with the casework process or suggest a Specialists has not resolved a previous experience as a victim of sexual abuse, and can help the Specialists identify and examine these issues for referral of appropriate services if needed.

523 Supervising Services to Adolescents

523-1 The supervisor knows and can apply relevant federal, state, and local agency statutes, rules, policies, procedures, and best practice standards related to work with adolescents and their families.

523-2 The supervisor knows the competencies necessary for Specialists serving adolescents and can model and teach the required knowledge and skills to staff.

523-3 The supervisor knows juvenile court processes related to unruly and delinquent youth and

	can negotiate interagency agreements which are necessary to assure timely and appropriate case planning, treatment, and out-of-home placement for youth.
523-4	The supervisor is able to assist in the development of community resources and linkages to obtain assessment, counseling, crisis intervention, treatment, emancipation training, and residential services for adolescents and their families.

524 Supervising Adoption & Foster Care Services

524-1	The supervisor knows and can apply relevant federal, state, and local agency statutes, rules, policies, procedures, and best practice standards related to out-of-home services.
524-2	The supervisor knows the competencies necessary for effective out-of-home casework and can model and teach the required knowledge and skills to staff.
524-3	The supervisor has knowledge and understanding of how to develop programs for specialized adoption and foster care recruitment, including recruiting homes for children within their own communities.
524-4	The supervisor knows the unique program structures, policies, and procedures which enhance quality foster care and adoption services, including home study, pre-service and in-service training, and post-placement support of adoptive and resource caregivers.
524-5	The supervisor can advocate for the development of policies, procedures, and division practices that utilize professional resource caregivers as members of the division service delivery team for children in care.

525 Supervising Intake, Risk Assessment, and Initial Family Assessments

525-1	The supervisor knows and can apply relevant federal, state, and local division statutes, rules, policies, procedures, and best practice standards related to intake and the completion rigorous and balanced assessments.
525-2	The supervisor knows the competencies necessary for effective intake and assessment activities and can model and teach the required knowledge and skills to staff.
525-3	The supervisor can use the agency's criteria for accepting a referral and determining its priority, can assign cases for assessment accordingly, and can implement monitoring systems, which assure that all complaints are processed, fully assessed, or dismissed promptly and thoroughly.
525-4	The supervisor knows the roles and responsibilities of law enforcement agencies, hospitals, schools, prosecutors, and other professionals in the intake and assessment process, and can promote collaboration between agencies.
525-5	The supervisor knows how to utilize intensive, in-home services at the intake level to stabilize families, reduce risk to children in their own homes, and prevent the need for out-of-home care of children.

526 Supervising In-home Family Services

526-1	The supervisor knows and can apply relevant federal, state, and local division statutes, rules,

policies, procedures, and best practice standards related to in-home family services.

526-2 The supervisor knows the competencies necessary for effective in-home family services and can model and teach the required knowledge and skills to staff.

526-3 The supervisor knows how to set work schedules and caseload/workload standards that promote the delivery of effective in-home services, including intensive and short-term interventions.

526-4 The supervisor can assist in the development of resources and linkages with community service providers to obtain in-home services for families.

526-5 The supervisor knows strategies to facilitate the development of an interagency, interdisciplinary, team approach to providing services for families served by the child welfare agency.

527 Legal Issues in Child Welfare

527-1 The supervisor knows and can apply relevant federal, state, and local division and court statutes, administrative rules, policies, procedures, and other regulations, which affect their area of supervisory responsibility.

527-2 The supervisor knows the legal issues affecting child welfare practice, including confidentiality, staff liability, reasonable efforts, and other statutory and regulatory requirements; and can teach the required knowledge to staff.

527-3 The supervisor knows juvenile court processes and rules.

527-4 The supervisor can advocate for policy and procedure changes necessary for effective collaboration between the court and division representative.

531 Planning & Decision Making

531-1 The supervisor knows and can utilize a continuum of decision making strategies and can identify the most effective strategy for each situation.

531-2 The supervisor understands strategic, long-range, and operational (program) planning, knows the role of each in a comprehensive agency planning process, and knows the proper role of various levels of agency management in all types of planning.

531-3 The supervisor knows and can apply the steps common to any planning process, including gathering and analyzing information, defining the problem(s) or opportunity(ies), determining measurable goals and objectives, evaluating available resources, identifying action steps, managing implementation of the plan, and evaluating success.

531-4 The supervisor can assess the potential impact of internal and external strengths and obstacles on the planning process, both from within the division and from outside sources.

531-5 The supervisor can initiate or participate in planning strategies appropriate for his/her level of authority and responsibility.

532 Effective Use of Power

532-1 The supervisor understands the various sources of power which are available to all

	supervisors within child welfare organizations and can appropriately use different types of power to achieve desired ends.
532-2	The supervisor is aware of his/her own level of comfort with power and authority and can identify how perceptions of power can potentially lead to the misuse of or the failure to properly use power on the job.

533 Supervising for Optimal Job Performance

533-1	The supervisor understands his/her role in facilitating Specialists development on the job through management practices, on-the-job training, and support.
533-2	The supervisor knows factors that can contribute to poor staff performance, including: the presence of organizational obstacles, lack of knowledge and skill, lack of confidence, or lack of interest and commitment to perform the job and knows strategies to determine the specific factors which are contributing to a staff member's poor performance.
533-3	The supervisor is able to identify child welfare competencies that are essential to staff performance in the supervisor's area of responsibility; and can integrate new and innovative practice competencies into agency practice.
533-4	The supervisor can address staff's knowledge and skill deficiencies and can promote the transfer of learning through: the use of training needs assessment, referral to formal training programs, the use of learning contracts, opportunities to practice skills and receive feedback on the job, modeling, and reinforcement for good practice.
533-5	The supervisor can use on-the-job training activities with staff as opportunities to model and reinforce culturally competent practice.
533-6	The supervisor knows and can apply principles of adult learning to on-the-job training.
533-7	The supervisor knows strategies to reduce organizational obstacles to staff performance, including: identifying and accessing needed resources, advocating for changing policies or procedures, advocating for modifying unrealistic job expectations, and advocating with upper level management for appropriate changes in organizational structures.
533-8	The supervisor can help staff identify personal obstacles to performance, including lack of confidence, job-related anxiety or depression, lack of commitment or interest, and reactions to stress.

534 Employee Performance Evaluations

534-1	The supervisor understands the role and function of the staff member performance evaluation in the management of the organization.
534-2	The supervisor can develop performance criteria that are specific, measurable, and behavioral indicators of task accomplishment and can communicate these expectations to staff.
534-3	The supervisor can use multiple sources of data to assess staff member performance, including direct observation, discussion during supervisory conference, input from families and other staff, and review of case records and other documentation.

534-4	The supervisor can engage the staff in a joint assessment of the staff job performance, strengths, and deficits, and in determining strategies to improve performance.
534-5	The supervisor recognizes when personal bias or failure to understand cultural differences can interfere with an objective assessment of staff performance, and can consider cultural differences when assessing staff behavior.
534-6	The supervisor is aware of the potential impact on performance evaluations of Affirmative Action guidelines and personnel policies.

535 Management of Conflict

535-1	The supervisor knows the potential sources of conflict between staff members at all levels in the organization and between the agency and members of the community.
535-2	The supervisor can define and describe "healthy" conflict, which stimulates productivity and growth in an organization and conflict that inhibits task performance and prevents organizations from developing to their potential.
535-3	The supervisor knows the typical stages in the evolution of conflict, and knows at which stages intervention is most likely to successfully resolve the conflict.
535-4	The supervisor knows how to assess a conflict situation, knows how individual personality and cultural factors can affect staff members' responses to conflict and can choose a conflict management strategy that best fits the situation.
535-5	The supervisor is skilled at applying a variety of conflict management strategies.
535-6	The supervisor understands that change in the organization can create conflict, and can develop strategies to promote productive change and to minimize the negative effects of conflict.
535-7	The supervisor has the ability to assess conflict between families and staff, knows strategies to help re-establish a constructive family/staff relationship, and knows when to remove the staff person from the case.
535-8	The supervisor knows and can apply strategies to resolve conflict and promote collaboration between the agency and community service providers.

536 Public & Community Relations

536-1	The supervisor can present a positive agency image to other service providers and to the community at large through use of the media, personal contacts, and educational presentations.
536-2	The supervisor is able to work with representatives of print and video media to inform the public regarding the mission, activities, and needs of the agency, and to promote recruitment campaigns.

537 Time & Stress Management

537-1	The supervisor can plan, organize, and manage multiple priorities and can perform activities in a manner which makes the best use of existing resources and time.

537-2 The supervisor understands the origins and consequences of work-related stress, and knows coping and management skills to prevent burnout.

538 Team Development & Facilitation

538-1 The supervisor knows the basic components of an effective team, including clear mission, common goals and identity, shared accountability for outcomes, interdependence, and collaborative decision making.

538-2 The supervisor can assess whether a formal team is necessary to accomplish a task and can assess when a work group is ready to participate in team building activities.

538-3 The supervisor can identify situational and relationship problems that can inhibit team development, and can choose realistic facilitation strategies to help achieve team goals.

539 Budgeting & Fiscal Operations

539-1 The supervisor can project the fiscal needs of the agency or work unit, can formalize a budget document with projected allocations, and expenditures and can monitor and adjust budgets on a regular basis.

539-2 The supervisor knows and can access potential funding sources, including federal, state, local, and private sources.

539 Budgeting & Fiscal Operations

539-3 The supervisor has skills to prepare and submit proposals to access grant monies to support agency programs and initiatives.

540 Staffing the Agency

540-1 The supervisor knows personnel policies related to confidentiality, EEO, and affirmative action which pertain to the hiring process.

540-2 The supervisor knows how to advocate for changes in the development of position descriptions.

540-3 The supervisor can use a variety of methods to recruit potential staff and can use resumes references, and other supporting documentation to screen and choose applicants whose qualifications best match those required for the position.

540-4 The supervisor knows interviewing strategies to elicit pertinent information to assess whether or not the applicant's knowledge, skills, and abilities match the criteria identified in the position description.

540-5 The supervisor knows how to select an applicant based on criteria established in the position description and can document reasons for selection or non-selection.

540-6 The supervisor knows how to structure the probationary period to monitor and evaluate the staff member's performance and to determine suitability for permanent employment.

540-7 The supervisor knows how to conduct a staff termination interview that complies with all necessary personnel policy requirements and can properly document the reasons for

termination.

541 Supervising Difficult Employees

541-1 The supervisor is able to recognize when conflict with a staff member causes polarization and a breakdown in communication between the supervisor and the staff member.

541-2 The supervisor understands how both parties' anger and frustration can interfere with negotiation efforts to resolve the problem.

541-3 The supervisor can appropriately use assertive behavior to re-establish a constructive relationship with the staff member.

541-4 The supervisor is able to use appropriate "coaching" strategies to manage inappropriate staff behaviors that interfere with the development of a rational performance improvement plan.

542 Managing Change

542-1 The supervisor understands the dynamics of change in an organization.

542-2 The supervisor can identify the sequence of steps that must be implemented for change to be fully integrated in the organization.

542-3 The supervisor knows strategies to introduce and manage change that create the least amount of disruption in the organization.

542-4 The supervisor can identify normal levels of staff resistance to change, and can select the appropriate level and type of staff involvement in the change process to minimize resistance.

543 Working Across Differences

543-1 The supervisor understands family normalcy, values, traditions, and child-rearing practices of families served by the child welfare agency and can model and teach Specialists to apply trauma informed practice to casework activities.

543-2 The supervisor is aware of his/her own background, including values, beliefs, and traditions, understands how these may be different from those of his/her staff and recognizes ways in which differences in lived experiences can interfere with his/her ability to manage and supervise staff from different backgrounds.

543-3 The supervisor is able to establish positive supervisory relationships with staff from different backgrounds.

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