


Category:

	Policy Title:	Supervisory Practice Policy			
	Policy Number:	Admin. Policy 002	Version:	1	Effective Date:

Approved By: Operations Team

Date: 06/06/2018

Overview

Description: The Supervisory Practice policy seeks to provide instruction around the way in which supervision will be provided across all child welfare service areas and managerial levels within Youth & Family Services (YFS), as well as to ensure that supervisory practice is conducted in alignment with the mission, values, and beliefs outlined in the YFS Practice Model.

Purpose/Rationale:

Research has shown that supervision is one of the most important organizational factors related to employees' level of job satisfaction, morale, and retention. Supervision within YFS includes teaching, modeling, and coaching to ensure that all staff have the requisite knowledge, skills, and attitudes to effectively engage children, families, and stakeholders from diverse backgrounds, as well as to make sound casework decisions. Supervisors and Managers are responsible for translating agency policies and procedures for staff, ensuring that said policies and procedures are adhered to, training and coaching staff in a manner that promotes and supports their professional growth, and helping frontline staff to address the challenges of ensuring safety for children while strengthening and supporting the families that they serve.

Applicability: Supervisors and Senior Social Services Managers from all child welfare service areas within YFS; Director & Deputy Director(s)


Definition(s):

Supervision: a formal, professional relationship in which the supervisor has authority and oversight responsibility for the work and work life of the supervisee. Supervision is a collaborative relationship wherein the supervisor is responsible for the provision of coaching, mentoring, modeling, and training to support the supervisee's service delivery, while the supervisee is responsible for using the information shared to effectively fulfill their job duties.

Supervisee: any individual that reports to a supervisor, manager, or director

Case Staffing: meetings held between social work supervisors and frontline social work supervisees, at intervals required by North Carolina Department of Health and Human Services (NCDHHS) policy, for the purpose of ensuring that supervisees monitor and address areas including, but not limited to, risk, safety, permanence, well-being, family progress, family

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strengths and needs, and collateral contacts

Employee Conference: a monthly meeting occurring between a supervisor/manager and supervisee for the purpose of reviewing overall performance and such areas as supervisee's specific strengths, needs, and well-being

Administrative Supervision: a supervisory function that focuses on ensuring adherence to agency policy and procedure

Educational Supervision: a supervisory function that focuses on addressing the knowledge, skills, and attitudes needed to effectively fulfill the job requirements

Supportive Supervision: a supervisory function that focuses on improving morale and job satisfaction by promoting and supporting feelings of professional self-worth, belonging, and security within the supervisee

YFS Practice Model: a framework for guiding service delivery within YFS. It is YFS' approach to improving safety, permanence, and well-being outcomes for youth and families through consistent use of the following interventions: family search & engagement, comprehensive assessment, shared parenting, child & family teaming, and supervisory practice. These practice interventions require the presence of the following practice skills:


- Engagement
- Interviewing
- Assessment
- Documentation
- Critical Thinking
- Culture
- Child and Family Teaming

Failure to Comply: Failure to comply with this policy will result in practice inconsistencies that can have a range of adverse effects on the agency's client population, as well as on the agency's ability achieve the desired safety, permanence, and well-being outcomes related to said population.

Policy:

All YFS staff in supervisory and managerial positions within the Intake, Child Protective Services (CPS) Investigations, Family In-Home (FIH), Permanency Planning (PP), Licensing & Placement (L&P), Interstate Compact on the Placement of Children (ICPC), Adoptions, and Independent Living (IL) service areas must conduct and document case staffing and supervisory meetings with their direct reports in accordance with the procedures outlined

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below.

Procedure(s) that apply:

Case Staffing Frequency, Format, & Documentation

All supervisory staff within all YFS service areas must schedule weekly staffing times with each member of their team. While caseload needs and program mandates may not require a full meeting, supervisors must protect this time on their calendar on a weekly basis to ensure consistent availability to their team to address case-specific and other supervisory needs. In accordance with NCDHHS and county policy, case staffings must occur within each service area, at a minimum, as outlined below.

Intake

Two level case reviews, involving the assigned social worker and supervisor, must occur on every CPS report. The assigned supervisor must review every CPS report for compliance with state and county policy and protocol. Signatures recorded on the Structured Intake Report tool will serve as documentation of this process.

CPS Investigations


Case staffings within CPS must occur on a weekly basis for all backlog cases. All other cases must be staffed on a bi-weekly basis and include review and discussion of all cases currently on the supervisee's caseload, with a focus on the following items:

- Documentation Tool (initial interviews and ongoing contacts)
- Risk Assessment score
- Safety Assessment
- Items identified in the Case Mapping Tool as being due
- Backlog cases (forensic assessments and family assessments open for more than 45 days)
- Cases ready for joint case decision
- Cases needing guidance regarding next steps

Documentation of each staffing must be entered into ISSI and include discussion of the following areas:

- The "case decision due by date"
- Social worker's progress towards case decision and/or case closure
- Specific timeframes/plan for completion in situations involving backlog cases
- Barriers to case decision for backlogged cases
- Date of the last contact with the family, any upcoming visits, ongoing tasks/activities that need to be completed and a timeframe for when they are to be completed by

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- Case mapping tool
- Review of case narratives
- Recommended next steps provided by the supervisor

Family In-Home Services

All new FIH cases must be staffed within seven days of case assignment. Subsequent case staffings must occur at the following intervals:

- At least twice per month for all cases
- Whenever there is a change in circumstances that impacts safety or risk to a child

Documentation of each staffing must be entered into ISSI and include updated responses to and description of the following:

- Case staffing date
- Case reviewed date
- Last Service Agreement
- Signed by parent
- Signed by child
- Last Family Risk Reassessment (FFRA)/Family Strengths and Needs Assessment (FSN)
- Well-being addressed
- Last face-to-face contact with parents
- Last face-to-face contact with children
- Last collateral contact
- Last Work First contact
- History/current involvement
- Current goals—service and permanency goals
- Progress towards goals
- Practice interventions implemented:
 - Search and engagement of family, kin, and natural support networks
 - Child & Family Teaming as a primary means for family engagement
 - Shared Parenting to build effective partnerships between parents and caregivers
 - Comprehensive Assessment-informal tools used
 - Practice Tools used and/or recommended


Permanency Planning

Staffing of all permanency planning cases must occur at the following intervals:

- At least twice per month for all cases
- Whenever there is a change in circumstance

Documentation of each staffing must be entered into ISSI and include updated responses to and description of the following:

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- Case staffing date
- Case reviewed date
- Last Service Agreement
- Signed by parent
- Signed by child
- Last Family Risk Reassessment (FFRA)/Family Strengths and Needs Assessment (FSN)
- Court activities
- Regarding court orders
- Well-being addressed
- Physical
- Dental
- Vision
- Education
- Therapy
- Medication
- Last face-to-face contact with children
- Last face-to-face contact with parents
- Last collateral contact
- Absent Parents
- Last Work First contact
- Placement
- History/current involvement
- Current goals
- Family Services Agreement (FSA)
- Changes/barriers to goals
- Documentation
- Recommendations
- Practice interventions implemented:
 - Search and engagement of family, kin, and natural support networks
 - Child & Family Teaming as a primary means for family engagement
 - Shared Parenting to build effective partnerships between parents and caregivers
 - Comprehensive Assessment-informal tools used
 - Practice Tools used and/or recommended

Licensing & Placement

Staffing of L&P cases must occur at least twice per month and include documentation and description of the following:

- Date
- Overview of any updates, court issues, behavioral concerns, compliance issues
- Foster home capacity

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- Last home visit
- Relicensure due date
- Current placement
- Biological children in the home
- Implementation/support of Family Search & Engagement, Child & Family Teaming, and Shared Parenting processes

Interstate Compact on the Placement of Children

ICPC case staffings must occur a minimum of twice per month and include documentation of the following:


- Staffing Date
- Assigned social worker and supervisor
- Casehead
- Child(ren) of interest
- Case type (Interstate or Intercounty)
- Sending state/county
- Date case received
- Date of initiation & type
- 60-day deadline
- Identified barriers

Adoptions

Adoptions case staffings must occur a minimum of twice per month and include documentation of the following:

- Case staffing date
- Case reviewed date
- Next court date
- Placement
- Last home visit
- Last face-to-face contact with placement provider
- Last telephone contact
- Child legally cleared
- NC Kids referral registration date
- Family Search & Engagement efforts
- Recruitment efforts—general, targeted, child specific
- Preparation/readiness work with permanent family
- Preparation/readiness work with child
- Practice Tools used in readiness work
- Post-adoption support planning
- Child profile status

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- Heart Gallery photo
- Case update
- Goals
- Progress towards goals
- Changes/barriers to goals
- Recommendation/plan
- Narratives current
- Date of last entry

Independent Living

Independent Living case staffings must occur a minimum of twice per month and include documentation of the following:


- Case staffing date
- Current case status
- Voluntary Placement Agreement (VPA) Status (hearing date, criteria eligibility)
- Educational Status
- Employment Status
- Savings
- Well-being status (physical, dental, and eye exams; therapeutic services; prescriptions)
- Connections (including natural supports)
- Support provided to the Permanency Planning social worker (where applicable)
- Diligent efforts made to contact youth and engage them in services
- Next steps for the IL social worker

Employee Conferences & Staff Observations

In addition to the aforementioned case staffings required for each service area, all YFS staff in supervisory and managerial roles must engage their direct reports in Employee Conference meetings. The Employee Conference provides an opportunity for all involved to have focused discussion regarding overall performance, strengths and needs, well-being, training needs, and the Individual Development Plan (IDP) of the direct report, as well as for the supervisory/managerial staff member to provide coaching and receive feedback regarding the quality of the supervision. Employee Conferences must be documented using the Employee Supervision Tool, with signed copies being provided to the employee and housed in their employee file. Supervisors must hold monthly employee conferences with each member of their team. Senior Social Services Managers must hold employee conferences with each of their direct reports twice per month. Senior Social Services Managers must also review the supervision files of their direct reports monthly and document their assessment of the supervisor's compliance with this policy therein.

Because impressions regarding employee performance cannot be captured solely through

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meetings, all supervisory staff responsible for frontline social workers must participate in direct observations of their staff on a quarterly basis. Observations must be documented using the YFS Practice Model Observation Tool, with signed copies being provided to the employee and housed in the employee file.

Employee Files

Employee files are performance records that capture the overall accomplishments of a supervisee. The employee file is an ongoing record that includes: accolades, training certificates/documentation, career goals, IDP, employee conference tools, performance reviews, work plans, quarterly observation tools, and any other relevant documentation.

Form(s) that apply:

Employee Supervision Tool
YFS Practice Model Observation Tool
Supervisory Practice Guide

Reference(s):

NCDHHS Child Welfare Modified Manual
YFS Supervisory Practice Model
YFS Pre-Custody: In-Home Services Supervisory Staffing Requirement (effective 3/1/17)
YFS Staff Supervision Policy (effective 5/2/05; updated 3/12/07)
Case staffing templates provided by the following service areas: FIH, PP, L&P, ICPC, and Adoptions
YFS Case Decision Summary Procedure

Contact(s):

Policy & Practice Model Supervisor

Policy History:

Developed 2/20/18