



ATTC

Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

Clinical Supervision Foundations

Module Six

Performance Evaluation



Covered Thus Far:

- 1. Definition and Roles**
- 2. Personal Theory**
- 3. Supervisory Alliance**
- 4. Modalities & Methods**
- 5. Assessment Resources**

Module 6: Learning Objectives

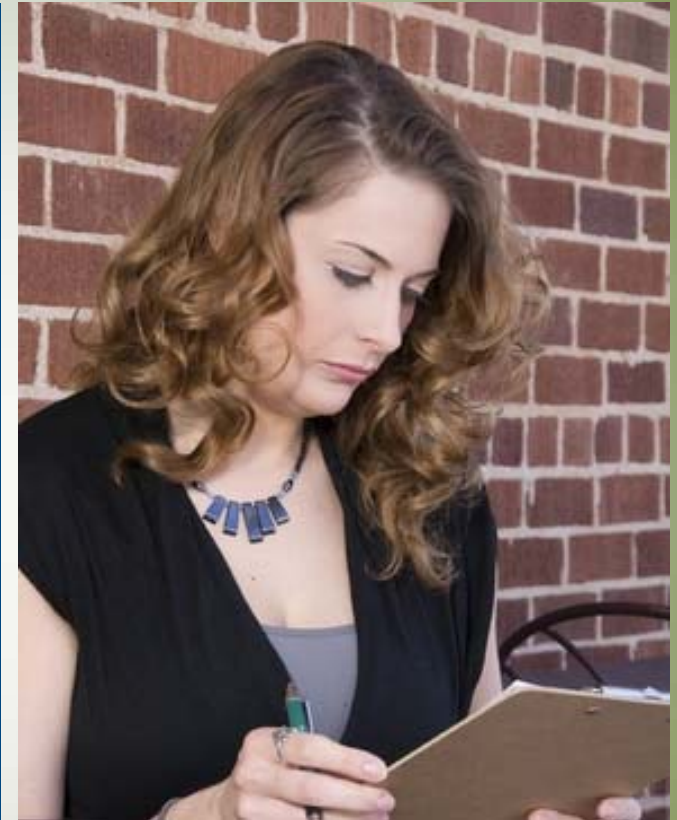


1. Identify importance of performance evaluation
2. List a number of methods for monitoring job performance
3. Provide performance-based feedback
4. Structure supervisory interviews to be of most benefit

Participant Workbook – p. 49

Role of Performance Evaluation

1. Assess job performance and professional development within context of supportive alliance
2. Link counselor performance with criteria and evaluation methods
3. Engage supervisees in continuous learning
4. Assure agency mission, quality of care and client safety



Participant Workbook – p. 49

Case Study

1. Read the case study
2. Identify concerns about the interview
3. Note what merits positive feedback
4. What strategy might foster professional development within the counselor?
5. On what would you focus in providing performance based feedback?



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Supervisory Methods: A Review



Direct observation

Individual or tutorial

Group

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Resources

- *Performance Assessment Rubrics*
- **Fidelity measures for EBP**



Measuring EBP Implementation

- Using established fidelity scales
- Modifying established fidelity scales
- Identifying agency-based performance indicators



Levels of Fidelity Assessment

- **Program:** Addresses whether structure, procedures, and routines are in place
- **Practitioner:** Addresses whether practitioner is delivering services consistent with program
- **Client:** Addresses whether client is receiving services within the practice framework

Integrative Activity

1. Reconsider the case study of Tony and his counselor, Megan
2. On which issues would you consider giving Megan feedback?
3. Using *Practice Dimensions I and II* in the *Rubrics* document, identify up to three competencies which could be targeted for Megan's professional development

Participant Workbook – p. 53

Performance Feedback: Basic Concepts

- Supervisor interpretations of behavior are influenced by own assumptions
- Clear statements of these assumptions are key to supervisee understanding
- Sharing and comparing expectations signal collaboration
- Feedback should be crafted thoughtfully
- Verification of mutual understanding is essential



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Feedback Defined

Feedback is any overt response, verbal or nonverbal, that gives specific and subjective information about how a person's behavior in a particular situation affects someone or something



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Objective



Transmit reliable information so that a person receiving it can establish a “data bank” from which to change behavior *if she/he chooses* to do so.

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Oral Feedback Model

O = Observe

R = Report

A = Assumption

L = Level



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Oral Feedback Example

“When I saw (heard) you...
I assumed (thought)...
and my reaction was...”



Adding Three More Steps ...

1. Start by asking for permission to share feedback
2. Request playback of the message
3. Confirm mutual understanding after accurate playback



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The Whole ORAL Process

- 1. Ask permission**
- 2. Report behavior observed**
- 3. Relate assumptions about situation**
- 4. Share feelings and concerns**
- 5. Report impact of behavior in question**
- 6. Request playback of feedback**
- 7. Clarify misunderstanding or omission**
- 8. Confirm mutual understanding**

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Practice

- Groups of 3
- Supervisor – Supervisee – Observer
- 3 cycles in this activity – roles rotate
- Each cycle:
 - Supervisor provides performance feedback to supervisee using ORAL model
 - Observer provides feedback on use of model

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Discussion

What is the value of the ORAL model?

How important is the playback?

How might this skill impact the relationship between supervisor and supervisee?

Integrative Practice

1. On the Preparing Feedback form, decide on a supervisory message for Megan
2. Watch a demonstration
3. Practice with a new partner
4. Revisit the value of the ORAL model in a large group discussion

Participant Workbook – p. 57

Supervisory Interview

Definition: Structured communication process with a clearly definable purpose enabling the counselor to improve job performance.

Purpose:

1. Create an atmosphere and provide a structure which facilitates bi-directional feedback, teaching, learning and evaluation
2. Improve quality and effectiveness of client services

Focus: Development of supervisee knowledge, skills, and professional attitudes.

Participant Workbook – pp. 58-59

Supervisory Interview

Steps	Objectives	Tools
<p>Step 1</p> <p>SET AGENDA</p>	<p>Provide structure</p> <p>Decrease anxiety</p> <p>Foster trust</p>	<p>Establish agenda</p> <p>Prioritize</p> <p>Set time frame</p>
<p>Step 2</p> <p>GIVE FEEDBACK</p>	<p>Empower</p> <p>Individualize supervision</p>	<p>ORAL model</p>
<p>Step 3</p> <p>TEACH & NEGOTIATE</p>	<p>Confirm understanding</p> <p>Negotiate objective</p>	<p>Motivational skills</p> <p>Active listening</p> <p>Paraphrasing</p>
<p>Step 4</p> <p>SECURE COMMITMENT</p>	<p>Determine willingness</p> <p>Clarify expectations</p> <p>Mutual accountability</p>	<p>Clarification skills</p> <p>Ask for commitment</p>

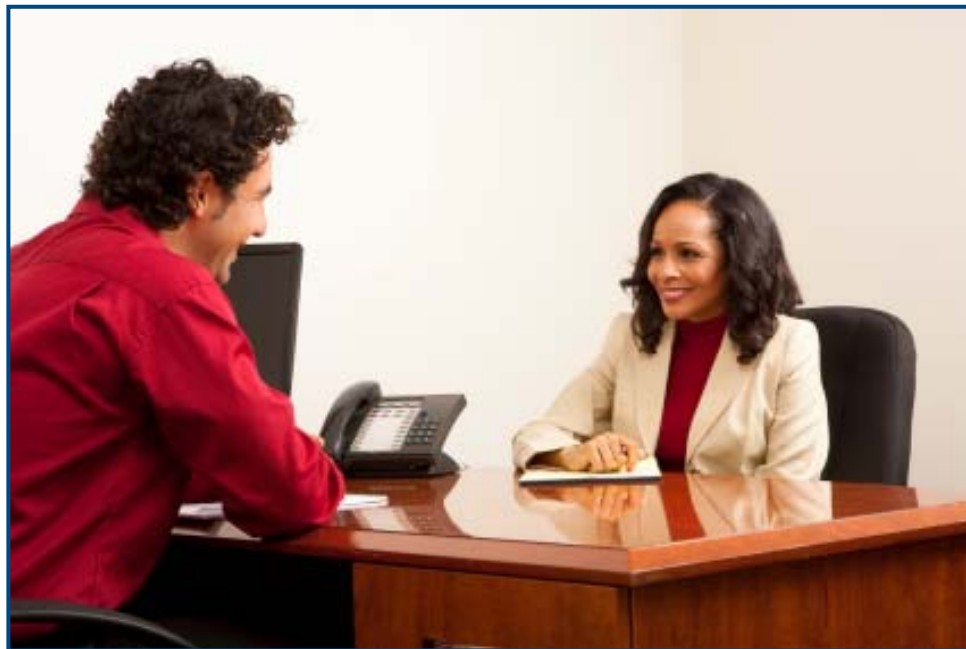
Discussion

1. What was the impact of using the structure?
2. How did the supervisee respond to feedback?
3. Was an adequate understanding achieved?
4. What helped bring it about?
5. What happened when the issue of improved performance was raised?



Brief Interview

1. What is the performance issue?
2. What behaviors or observations do you want to cite as part of the performance issue?
3. What is your preferred outcome for the interview?



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Practice

1. In pairs you will each conduct a brief supervisory interview, using the 4-step structure
2. Take 10 minutes to do the 1st interview
3. Debrief using the questions in the workbook
4. Repeat the exercise, switching roles, and doing a 2nd interview



Performance Evaluation

1. Monitor and assess job performance
2. Provide performance-based feedback
3. Assure feedback is understood and discussed
4. Use an interview structure that which helps lessen anxiety and assures supervisor's goals are met



Participant Workbook – p. 61