## Assessing the Relative Importance of Supervisory Job Responsibilities to My Agency and to Me

Selected Job Responsibilities	Most Important to My Agency	Should be Most Important to My Agency	Important to My Agency	Should be Important to My Agency	Not applic- able, Not aware in My Agency
Administrative Supervision					
Recruit, select, train or arrange for training and retain staff					
2. Identify, manage and evaluate frontline practitioners' performance					
3. Facilitate communication and collaboration					
4. Build and maintain working relationships with other units in agency					
5. Manage caseloads in the supervisor's unit					
6. Manage time and workflow for supervisor					
7. Monitor frontline practitioner's responsibilities to supervisor					
8. Provide leadership to their unit					
9. Provide leadership within the organization					
10. Anticipate, address and manage change within the unit					
Educational Supervision					
11.Provide regular case reviews and staffing					
12. Address ethics in caseworker practice and model professional ethics					
13. Address ethics in supervision					
14. Assure ongoing professional development for supervisor					
15. Develop and monitor frontline practitioners' family-centered practice competence					
16. Promote practitioners self-reflection, critical thinking and case decision-making					
Supportive Supervision					
17. Prevent and address stress, secondary traumatic stress, and burnout for supervisor					
18. Anticipate issues related to safety and manage risk					
19. Prevent and address stress, secondary traumatic stress, and burnout for frontline practitioners					
20. Build and maintain morale and enhance frontline practitioners' job satisfaction					

Adapted from Peg Hess, Susan Kanak, & Julie Atkins. (2009). Building a Model and Framework for Child Welfare Supervision. Published by the National Resource Center for Family-Centered Practice & Permanency Planning and the National Child Welfare Resource Center for Organizational Improvement. A service of the Children's Bureau, U.S. Department of Health and Human Services.