



Supervision is a collaborative activity of supervisor providing guidance and support to a worker to promote competent and ethical service delivery to participants. *The most important thing about supervision is that it happens.* Supervision benefits PRSS, HRN and participants by guiding overall focus towards HRN's mission.

- Supervision empowers and motivates by increasing morale, retention & worker satisfaction
- Should be a priority investment for early-career peer workers by providing opportunity for developing feedback
- Providing supervision promotes good ethical practices, by improving clarity and objectivity in decision-making
- Peer support has nuanced boundary issues & requires opportunity to reflect with other experienced colleagues

Overview & Monthly Minimum

In accordance with the HRN PRSS Ethics Code, a minimum of one session between the PRSS and the HRN Supervisor shall occur monthly. During this session, the HRN Supervisor will focus on the PRSS situation and needs. It is also an opportunity for the PRSS to ask non-time sensitive questions, general issues and ongoing concerns. Additional supervision sessions may be set for newly certified PRSS. Other situations may arise when additional supervision time is requested for additional feedback or required to address a specific situation. Supervision has different modes and areas including:

Administrative: Focus on efficient implementation of HRN policies & PRSS performance management. (*Quality of work, Work load, Record-keeping. Payroll & human resources liaison. Using program resources & time effectively. Conformance to the program model.*)

Educative: Focus on PRSS professional development with training, modeling & structuring learning experiences. (*Focus on knowledge, skills & attitudes; Time & space to reflect on peer practice; Individualized training & support; Support professional development*)

Supportive: Tasks focus on the person's morale and job satisfaction. (*Give feedback on work; Validate and provide encouragement; Discuss personal reactions to the work; Promote self-care practices*)

Performance Evaluations

HRN Supervisor shall evaluate performance annually based on: (1) direct observations; (2) monthly supervision progress; (3) any communications from HRN co-workers; (4) feedback from partnering agencies and providers; (5) any participant feedback; and (6) any self-evaluations or other reflections from the PRSS on their own performance. HRN Supervisor shall communicate objective appraisal of the PRSS's performance of a specific work task, specific PRSS attribute, PRSS core competencies, previous year's goals and development and other measurable aspects of performance. A Performance Evaluation form will guide the procedure in a uniform manner and will be stored in the PRSS Employee file.

Feedback Process. Feedback shall be framed as a learning opportunity, strengthening a PRSS's ability to reflect on their performance. This provides helpful information to develop, similar to affirming one's strengths. Focusing on strengths does not mean ignoring problems, rather that the supervision frames problems as learning opportunities. Feedback may include the following: (1) ask PRSS to self-evaluate on a specific task or attribute; (2) share their objective appraisal of the PRSS's performance, starting with strengths and moving to areas of improvement; (3) check in with the worker about their reactions to the feedback; (4) collaborate with the worker to develop activities for learning. The feedback process shall be given when the PRSS is ready to hear it and always in private.

Performance Improvement Plan

The HRN Performance Improvement Plan (PIP) is a guided plan and process to utilize an employee's strengths to improve other areas of their performance. If a circumstance or ongoing concern requires HRN action, this plan will outline the area needing improvement and a required goal. Upon considering the employees abilities, tools and steps will be required to meet this required goal, include: (1) active feedback activities; (2) professional development and/or additional training CEUs; (3) reviewing HRN Policy &/or relative Ohio Codes; (4) self-evaluation &/or mock performance evaluation; &/or (5) adjusting the ongoing monthly supervision model.

A PIP is different from the standard Performance Evaluation as it is response to a specific issue in performance that does *require* improvement. This will be an actionable issue and/or serious concern that may include but it not limited to:

- (1) substantial participant(s) dissatisfaction/harm to wellbeing;
- (2) public safety and/or recklessness;
- (3) ethical violation;
- (4) confidentiality/HIPAA compliance;
- (5) liable / misrepresentation;
- (6) unprofessional and/or poor HRN representation;
- (7) not meeting PRSS base standards; or
- (8) other conduct unbecoming of HRN's Mission.

PIP's will track the level of action for the issue(s) at hand, including if a prior verbal warning was issued and details. If the stated PIP actions are not followed through by the employee or the situation otherwise does not improve, warnings and required actions will continue to escalate from first, second to final warning with termination of HRN employment. HRN reserves the right to terminate employment without completing each PIP warning step, or even starting a PIP when the infraction, violation or problem is so severe as to warrant immediate termination for cause. PIP will be stored in the file.

HRN Employee Grievance Form

All HRN staff submit may submit an HRN Grievance Form to state for the record any action, behavior, employee or situation that they do not agree with. All grievances will be taken seriously, evaluated by appropriate persons to determine validity and any action plan to resolve the situation. All grievances will be recorded in the PRSS personal file regardless if action is taken. Reasons may include but limited to: (1) HRN policy violation (2) state for federal code violation (3) inappropriate / unjustified action (4) personal disagreement (5) unsafe / unprofessional (6) discrimination (7) retaliation / harassment.

Scheduling Supervision

Monthly supervision will be scheduled in 30 minute sessions and must be set in advance. Any cancelations will need to be rescheduled before the next month. Supervision is required and action will be taken if three months pass without supervision.