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Coalinga State Hospital

OPERATING MANUAL

SECTION – HUMAN RESOURCES
ADMINISTRATIVE DIRECTIVE NO. 901
(Replaces A.D. No. 901 dated 5/11/06)

Effective Date: April 16, 2007

SUBJECT: SUPERVISION

I. PURPOSE

To ensure State Supervisors accomplish the work of each area through the efforts and abilities of their staff.

II. AUTHORITY

Department of Personnel Administration (section 3513G)

III. POLICY

A. Effective, skillful and supportive supervision of employees, volunteers, contractors, and other service providers is critical to the safe and efficient operation of Coalinga State Hospital (CSH). Each supervisor shall master the technical and interpersonal skills necessary to engage in supervisory practices that are appropriate to and supportive of the needs of subordinates. Supervisors at CSH value and model a service ethos and as such, appreciate that a significant component of their role is one of supporting and facilitating staff to achieve maximum performance.

B. Supervisors shall seek and receive training on effective supervisory techniques, as well as on personnel policies and procedures. Supervisors seeking information on personnel policies and procedures will be assisted in getting their needs met by their immediate supervisor, program or department manager, personnel office staff, or reference material (e.g. library references, the Government Code in the library or personnel) that is available. Supervisors seeking advanced skills in leadership and supervision shall avail themselves of department provided training programs like the SB 409 program.

IV. METHOD

A. Responsibilities:

1. Ensure that new employees:

- a. Are welcomed to the worksite;
- b. Attend the hospital New Employee Orientation (NEO);

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- c. Can apply the concepts, practices and policies covered in NEO at the work site.
2. Ensure that each new staff member receives an appropriate work area orientation the first day of employment at the work location, and a specific duty statement within the first 30 days of employment.
3. Ensure that transfer employees changing job title/responsibilities will be oriented to their new work location within a week and a specific duty statement within 30 days.
4. Ensure that employees receive training sufficient to carry out their assigned tasks.
5. Ensure that employees read and understand Administrative Directives and are informed of other information pertaining to their job functions.
6. Are conscientious in providing regular positive feedback to employees as well as regular informal constructive suggestions on employees' performance. Employees will receive a written evaluation as appropriate during the probationary period as well as at the annual Individual Development Plan (IDP).
7. See to it that employees are able to perform the duties to which they are assigned.
8. Assess employees' general performance/skills as appropriate, and develop with the employee plans/objectives that will allow the employee to, at minimum, achieve standard performance. Ideally, supervisors strive to bring out the best in their subordinates. Performance excellence and development of people is a hospital value.
9. Complete probationary reports and/or annual evaluations based on objective observations of job performance. Evaluations include a summary of any corrective actions taken during the period of evaluation. It is critical that the annual evaluation not be the employee's first notice of a performance deficiency in any area. Rather, performance deficiencies shall be addressed immediately and the supervisor and employee shall work together to develop strategies to improve performance. Relative to the employee evaluation process, supervisors shall provide subordinates with an opportunity to discuss the contents of their evaluation, and shall inform the employee that they may attach written comments for inclusion in the Official Personnel File (OPF).

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10. At minimum, evaluations will rate the employee's performance in meeting the job functions specified in the duty statement and the following issues:
 - a. Safety;
 - b. Training;
 - c. Review of performance;
 - d. Plan to correct deficiencies in performance (if needed);
 - e. Career development.
 - f. Attendance shall be addressed when it is unscheduled or unauthorized and is relevant to reliability, productivity, and coverage;
 - g. For staff who work with Individuals, therapeutic skill and relationship security are also critical issues to be addressed;
 - h. Specific medical conditions shall not be mentioned in the evaluation when discussing attendance;
 - i. Other additions or modifications relative to the content or review of the evaluation may be required as needed to meet applicable standards.
11. When completing an annual IDP (evaluation), a Report of Performance for Probationary Employee evaluation, or an interim evaluation, the supervisor must verify that the employee has a current license/certificate as applicable.
12. Ensure that the employee performs duties consistent with their Duty Statement. Duty Statements must be updated and signed annually.
13. Attend at least 16 hours of supervisory development training annually.

B. Manager's Responsibility:

1. Ensure that supervisory performance is appropriate to the goals of their Program/Department.
2. Evaluate supervisors on a regular basis. The annual written evaluation will include at a minimum, comments on supervisor's ability to complete written evaluations.
3. Attend management development courses at least 8 hours annually.

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C. Personnel Officer's Responsibility:

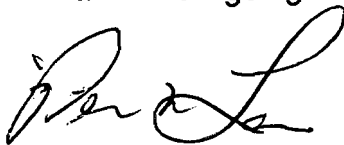
1. Review all evaluations and employee counseling documentation prior to filing in the employee's OPF.
2. Provide consultation to supervisors and managers on personnel practices, including adverse action.

D. Training Officer's Responsibility:

1. Provide NEO.
2. Coordinate supervisory training.
3. Coordinate management development training.

V. TRAINING AND RESOURCES FOR SUPERVISORS

- A. Immediate supervisor.
- B. Other supervisors and managers.
- C. Self-study material in the Library and Training Center.
- D. Basic 80-hour supervision package for all new designated supervisors (or on site equivalent).
- E. Staff individuals (Personnel Officer, Training Officer, Equal Employment Opportunity Officer, and Labor Relations Analyst).
- F. Sample counseling or evaluations.
- G. Peers at other facilities.
- H. Administrative Directives and Labor Contracts.
- I. On-going supervisory and management development training sessions.



BEN MCLAIN
Executive Director (Acting)