

G7. TRAINING AND SUPERVISION

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..... G7. TRAINING AND SUPERVISION

G7. The organization promotes competence in personnel by providing regular supervision and training on topics relevant to service delivery.

Note: Unless otherwise indicated, G7 standards apply to all program personnel within the organization. “Program personnel” includes all direct service workers and administrators or supervisors of direct services that are involved in the operation of the organization’s social service programs. “Program personnel” does not include MIS, accounting, facilities, clerical, or other staff that are not involved in the provision or oversight of direct services.

An organization that provides foster or kinship care must complete sections G7.1 and G7.4 as they apply to foster parents or kinship caregivers in addition to program personnel.

For purposes of G7, the term personnel covers both employees (paid full-time and part-time) and volunteers (unpaid non-employees) and, when used in a specific standard, these terms should alert the organization to include self-study materials that cover both categories of personnel. When a standard refers specifically to employees or to volunteers, provide material for the named category.

ORIENTATION OF NEW PERSONNEL

G7.1 The organization orients all new personnel to its mission, objectives, policies, services, and resources.

Interpretation (G7.1):

*Orientation should provide all new personnel with the information that is essential to work effectively within the organization. The purpose of orientation is knowledge building rather than skill development. Training as discussed in G7.2 through G7.4, in contrast, focuses on both knowledge building **and** skill development and is provided through a combination of formal didactic instruction and skill building exercises.*

Evidence of Compliance (G7.1)

PRE-SITE

Provide the table of contents of the organization’s orientation curriculum. If the table of contents does not cover all of the training requirements in G7, explain the discrepancy in a supplemental document.

G7.1.01

The organization ensures that all new personnel receive orientation as addressed in G7.1 within the first 60 days of work with the organization, and orientation is documented in the employee’s or volunteer’s personnel record.

(continued on next page)



Evidence of Compliance (G7.1.01)

PRE-SITE

The team will review the evidence that is provided for G7.1.

ON-SITE

Provide a list of personnel who have not received the orientation described in the standard, their date(s) of hire, and date(s) of future orientation. Mark with an asterisk new or recently hired employees or volunteers, if any.

Rating Indicators (G7.1.01)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but practice could be strengthened in some minor way, e.g., occasionally orientation extends beyond the first 60 days of employment or volunteer involvement.
- 3 Practice requires significant improvement, e.g., the organization documents orientation haphazardly; or typically orientation is not conducted within 60 days.
- 4 The organization does not document employee or volunteer orientation; and/or orientation is consistently delivered in an untimely manner.

G7.1.02

The organization orients all new personnel to:

- a. its mission, philosophy, and goals;**
- b. its services, policies, and procedures;**
- c. an organizational chart that delineates lines of accountability and authority at all levels of the organization;**
- d. the cultural and socioeconomic characteristics of the service population;**
- e. the organization's relationship with other community resources; and**
- f. the goals and objectives of the organization's continuous quality improvement process.**

Evidence of Compliance (G7.1.02)

PRE-SITE

The team will review the evidence that is provided for G7.1.

ON-SITE

The team will interview personnel responsible for orientation and in-service training, and will review attendance records.

Rating Indicators (G7.1.02)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but practice could be strengthened in some minor way, e.g., occasionally, personnel have not received orientation that fully covers all areas of the organization's functioning.
- 3 Orientation is limited in scope, and one or two of the areas listed are routinely ignored.
- 4 Many employees or volunteers have not received orientation covering all areas; or one level of personnel is routinely excluded from the orientation; or orientation only superficially covers the items listed in the standard.

G7.1.03

In addition to the requirements in G7.1.02, the orientation to all new personnel includes the following:

- a. the organization's policies and procedures on confidentiality and disclosure of information on persons served, including penalties for violation of these policies and procedures;**
- b. the legal rights of persons served; and**
- c. the responsibility to abide by organizational and professional ethics.**

(continued on next page)



<p>Evidence of Compliance (G7.1.03)</p> <p>PRE-SITE The team will review the evidence that is provided for G7.1.</p> <p>ON-SITE The team will interview personnel responsible for orientation and in-service training and will review attendance records.</p>	<p>Rating Indicators (G7.1.03)</p> <ol style="list-style-type: none">1 The organization fully complies with the standard.2 The organization generally complies with the standard, but practice could be strengthened in some minor way, e.g., occasionally, personnel have not received orientation that fully covers all elements of the standard, or there has been a brief delay between employment or volunteer involvement and orientation.3 Orientation is limited in scope, and one or two of the areas listed are routinely ignored.4 Many personnel have not received orientation covering all areas; or one level of personnel is routinely excluded from the orientation; or orientation only superficially covers the items listed in the standard.
<p>G7.1.04</p> <p>All new program personnel are oriented to judicial or regulatory issues that affect them, including requirements associated with consent decrees.</p> <p><i>Note: This standard applies to program personnel only.</i></p>	
<p>Evidence of Compliance (G7.1.04)</p> <p>PRE-SITE Provide training material on legal issues that influence service delivery at the organization. The team will also review evidence that is provided for G7.1.</p> <p>ON-SITE The team will interview personnel responsible for orientation and in-service training, and will review attendance records.</p>	<p>Rating Indicators (G7.1.04)</p> <ol style="list-style-type: none">1 The organization fully complies with the standard.2 The organization generally complies with the standard, but practice could be strengthened in some minor way.3 Practice requires significant improvement.4 The organization does not provide orientation as per the standard; or orientation is seriously deficient.
<p>G7.1.05</p> <p>The organization orients all new program personnel, as applicable, on:</p> <ol style="list-style-type: none">a. the establishment of rapport and responsive behaviors with persons served;b. collaboration with other disciplines and community services in meeting the needs of persons served;c. the needs of individuals and families in crisis including special service needs of victims of violence, abuse, or neglect and their family members;d. procedures for working with foreign language speakers and persons with communication impairments; ande. public assistance and government subsidies. <p><i>Note: This standard applies to program personnel only.</i></p> <p style="text-align: right;"><i>(continued on next page)</i></p>	



<p>Evidence of Compliance (G7.1.05)</p> <p>PRE-SITE The team will review the evidence that is provided for G7.1.</p> <p>ON-SITE The team will interview personnel responsible for orientation and in-service training, interview direct service personnel to assess whether they were oriented, and review attendance records.</p>	<p>Rating Indicators (G7.1.05)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the requirements of the standard. 2 The organization generally complies with the standard, but curricula or practice could be strengthened in some minor way, e.g., the orientation is less fully developed or lacks depth in some areas. 3 The organization's curriculum or practice requires significant improvement. 4 Orientation relevant to this standard is inadequate or does not exist.
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PERSONNEL DEVELOPMENT AND TRAINING PROGRAM

- G7.2 The organization provides or arranges for a training program that:**
- a. enables personnel to enhance their knowledge, skills, and abilities;**
 - b. ensures that personnel are appropriately trained to assume their responsibilities; and**
 - c. promotes awareness of and sensitivity to cultural backgrounds and needs.**

Interpretation (G7.2):

The organization should provide training through a structured program that uses a variety of means. For example, training can be provided through direct supervision or through the organization's quality improvement activities. Training can also be provided through conferences and workshops offered both within and external to the organization. Regardless of training method, documents related to completion of training should be retained.

<p>G7.2.01</p> <p>The organization allocates sufficient resources to support personnel development and training.</p>	
<p>Evidence of Compliance (G7.2.01)</p> <p>PRE-SITE Provide a copy of the organization's or individual program's most recent budget that shows allocation for training and development. Identify the line item reflecting training allocation.</p>	<p>Rating Indicators (G7.2.01)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization generally complies with the standard, but practice could be strengthened in some minor way. 3 Practice requires significant improvement. 4 The organization does not comply with the standard.
<p>G7.2.02</p> <p>All training addressed in G7.2 through G7.4 is provided to new personnel within the first year of service to the organization.</p> <p style="text-align: right;"><i>(continued on next page)</i></p>	



<p>Evidence of Compliance (G7.2.02)</p> <p>PRE-SITE Provide procedures on training requirements.</p> <p>ON-SITE The team will review training attendance records.</p>	<p>Rating Indicators (G7.2.02)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization generally complies with the standard, but practice or procedure could be strengthened in some minor way, e.g., occasionally, initial training extends beyond the first year of employment or volunteer involvement. 3 Practice or procedure requires significant improvement. 4 The organization does not comply with the standard.
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G7.2.03

The organization’s training program requirements include:

- a. specific expectations regarding training required of personnel in different positions/categories;**
- b. the opportunity for personnel to fulfill the continuing education requirements of their respective professions;**
- c. mechanisms through which personnel receive the training necessary to advance within the organization and/or their profession; and**
- d. opportunities for each employee to attend one or more job-related training events per year.**

Interpretation (G7.2.03):

An organization that provides community-based services and/or uses indigenous personnel who may not have formal education must augment its training program to establish a baseline of knowledge and skills.

Examples of opportunities referenced in G7.2.03(d) include conferences and workshops.

<p>Evidence of Compliance (G7.2.03)</p> <p>PRE-SITE Provide a description of the organization’s training program including specific training requirements for different positions/categories.</p> <p>ON-SITE The team will interview personnel.</p>	<p>Rating Indicators (G7.2.03)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization generally complies with the standard, but one of the required elements is not fully addressed. 3 Two of the required elements are not fully addressed; or one element is not addressed at all. 4 Three or more of the required elements are not fully addressed; or two or more are not addressed at all.
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G7.2.04

The organization documents personnel attendance in required training and grants exemptions, if any, based on an employee’s or volunteer’s demonstrated competence in required topic areas.

Interpretation (G7.2.04):

One of the various ways that “assessed competence” can be determined is by a certificate, no more than two years old, granted for demonstrated competence in a given specialty. However, possession of a bachelor’s or advanced degree cannot be cited in lieu of training.

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<p>Evidence of Compliance (G7.2.04)</p> <p>PRE-SITE Provide procedures, if available, regarding exemptions from training and a list of personnel who are exempt from required training.</p> <p>ON-SITE The team will review a roster, list, or other documentary evidence of personnel participation. The team will review a sample of personnel records of those exempted.</p>	<p>Rating Indicators (G7.2.04)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization generally complies with the standard, but practice or procedure could be strengthened in some minor way, e.g., there are occasional lapses in documentation of participation by different types and levels of personnel; or the organization's exemption procedures, when used, lack specificity. 3 Practice or procedure requires significant improvement, e.g., the organization does not keep track of personnel participation in any organized way; or when exemptions are used, some are inappropriate or no guidelines are established. 4 The organization routinely excuses or exempts personnel without assessing their competence; or training is consistently not documented.
<p>G7.2.05</p> <p>The organization conducts an annual analysis of the training program's effectiveness and personnel training needs and implements training on identified topics.</p> <p><i>Interpretation (G7.2.05):</i></p> <p><i>This review may be part of the organization's ongoing quality short-term planning processes.</i></p>	
<p>Evidence of Compliance (G7.2.05)</p> <p>PRE-SITE Provide the organization's annual analyses of its training program, as described in G2.11.01 and G2.11.02, including an aggregate report on training evaluations, which addresses the personnel-specific training requirements for different positions.</p>	<p>Rating Indicators (G7.2.05)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization generally complies with the standard, but the assessment of training needs or the revision of training programs in accord with changing needs may occur less frequently than once a year. The organization is making efforts to ensure a more routinized and regular training assessment process. 3 Practice requires significant improvement. 4 The organization does not comply with the standard.

TRAINING CONTENT

G7.3 The organization's personnel development and training program ensures that direct service personnel and immediate supervisors implement the organization's mission and are competent in service provision.

Note: G7.3 applies to program personnel only.

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Evidence of Compliance (G7.3)

PRE-SITE

Provide a table of contents for training curriculum that outlines training contents, and a description of training methods.

G7.3.01

Training is provided through a mixture of knowledge-based and skill-based instruction and skill building exercises.

Interpretation (G7.3.01):

Such exercises can include role-playing, case simulations, and other experiential learning techniques.

Evidence of Compliance (G7.3.01)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

The team will review training curriculum and attendance records and interview personnel.

Rating Indicators (G7.3.01)

- 1 The organization fully complies with the requirements of the standard.
- 2 The organization generally complies with the standard, but practice or curriculum could be strengthened in some minor way.
- 3 Practice or curriculum requires significant improvement.
- 4 The organization does not comply with the standard.

G7.3.02

Personnel receive training on topics related to human rights, including the:

- a. dignity of the persons served;**
- b. rights of persons served to exercise personal choice;**
- c. needs of special populations; and**
- d. needs of persons served for normalizing experiences and social inclusion.**

Interpretation (G7.3.02):

“Special populations” include those who are abused and/or neglected, mentally ill, chemically dependent, physically disabled, or developmentally disabled.

Evidence of Compliance (G7.3.02)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

The team will review training curriculum and attendance records and interview personnel.

Rating Indicators (G7.3.02)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas; or a few personnel have not been trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of persons have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.



G7.3.03

The organization trains its personnel to advocate for persons and families on topics that include:

- a. accessing concrete, financial, and other community resources;
- b. identifying the impact of the socioeconomic environment on the service population;
- c. promoting sensitivity and alertness to all forms of discrimination facing persons served; and
- d. performing interventions that empower persons served and their families to advocate on their own behalf.

Evidence of Compliance (G7.3.03)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

The team will review training curriculum and attendance records and interview staff.

Rating Indicators (G7.3.03)

- 1 The organization fully complies with the requirements of the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas; or a few personnel have not been trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of persons have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.

G7.3.04

The organization annually trains personnel on emergency response practices, including:

- a. the ability to assess risk and safety of persons served; and
- b. techniques for handling emergencies; and
- c. appropriate coordination with mental health, law enforcement, and other professionals.

Interpretation (G7.3.04):

The organization should train personnel on all emergency response procedures described in G5.7.

Evidence of Compliance (G7.3.04)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

The team will review training curriculum and attendance records and interview staff.

Rating Indicators (G7.3.04)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of program personnel have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.



G7.3.05

The organization includes in its training and development program topics that help direct service personnel build the knowledge and skills needed to address cultural differences within the organization's service population, including, as necessary:

- a. interventions that address cultural and socioeconomic class factors in service delivery;
- b. the role cultural identity plays in motivating human behavior;
- c. differences in norms and values;
- d. personal and institutionalized bias or discrimination; and
- e. the application of cultural variables in differential diagnosis/assessment and in designing responsive interventions.

Evidence of Compliance (G7.3.05)

PRE-SITE
The team will review the evidence that is provided for G7.3.

ON-SITE
The team will review training curriculum and attendance records and interview staff.

Rating Indicators (G7.3.05)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of program personnel have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.

G7.3.06

The organization provides training in the following areas:

- a. the organization's mission and the continuing foundation for its services;
- b. proper documentation techniques; and
- c. the referral-making process.

Evidence of Compliance (G7.3.06)

PRE-SITE
The team will review the evidence that is provided for G7.3.

ON-SITE
The team will review training curriculum and attendance records and interview staff.

Rating Indicators (G7.3.06)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of program personnel have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.



G7.3.07

The organization also trains personnel in topics related to service interventions including:
a. permissible service interventions;
b. family dynamics, including human growth and development; and
c. using the family's values and strengths to choose interventions and guide service delivery.

Evidence of Compliance (G7.3.07)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

The team will review training curriculum and attendance records and interview personnel.

Rating Indicators (G7.3.07)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.
- 3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of program personnel have missed all or part of the training.
- 4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.

G7.3.08

As appropriate, the organization ensures that personnel who administer clinical diagnostic tests used to establish treatment goals are appropriately trained according to testing protocols.

Interpretation (G7.3.08):

This standard refers to sophisticated clinical testing (e.g., Stanford-Binet or other intelligence scales) that is usually conducted by persons with advanced clinical credentials and specialized training. It is not applicable to organizations that use basic assessment tests to profile or describe consumer functioning that can be administered by parents or teachers. Additionally, the standard does not refer to outcomes instruments.

Evidence of Compliance (G7.3.08)

PRE-SITE

The team will review the evidence that is provided for G7.3.

ON-SITE

Provide a list of personnel who administer clinical diagnostic tests used to establish treatment goals, and the team will interview those personnel.

Rating Indicators (G7.3.08)

- 1 The organization fully complies with the standard.
 - 2 Personnel who administer clinical diagnostic tests are appropriately licensed and credentialed to administer them, but in rare instances are insufficiently familiar with either the protocol for administration of these tests, or with the interpretation of the test results.
 - 3 Clinical diagnostic tests are frequently administered by personnel who are not trained in their use.
 - 4 The organization does not comply with testing protocols in administering assessment instruments.
- NA The organization does not administer clinical diagnostic tests.



G7.3.09

An organization that is a fee-for-service provider or part of a network of providers provides a basic training to all clinical personnel that addresses:

- a. appropriate interactions with case managers of managed care organizations (MCOs) or other funding bodies;
- b. completion of treatment plans and protocols according to MCO or funder expectations;
- c. evaluation of clinical necessity and appropriate levels of care;
- d. criteria for referral for medication evaluation or substance abuse treatment;
- e. interactions with primary care providers, and medical and social service delivery systems; and
- f. monitoring consumer compliance with treatment plans.

Evidence of Compliance (G7.3.09)

PRE-SITE
The team will review the evidence that is provided for G7.3.

ON-SITE
The team will review training curriculum and attendance records and interview personnel.

Rating Indicators (G7.3.09)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but training or its implementation could be strengthened.
- 3 Training or implementation requires significant improvement.
- 4 The organization does not comply with the standard.
- NA The organization is not a fee-for-service provider or does not participate in a network of providers.

RISK MANAGEMENT TRAINING*

G7.4 The organization trains program personnel in risk management strategies to protect themselves, persons served, and the organization.

Note: G7.4 applies to program personnel only.

G7.4.01

The organization fully trains its personnel on its written policies and procedures regarding the laws and organizational/employee responsibilities regarding:

- a. mandated reporting, including identification of clinical indicators of suspected abuse and neglect, as applicable;
- b. reportable criminal behavior, including criminal, acquaintance, and statutory rape; and
- c. duty to warn.

Evidence of Compliance (G7.4.01)

PRE-SITE
The team will review the table of contents for training curriculum that is provided for G7.3.

ON-SITE
The team will review training curriculum and attendance records and interview personnel.

Rating Indicators (G7.4.01)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but the curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.

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	<p>3 The curriculum is limited in scope; or a significant percentage of program personnel have missed all or part of the training.</p> <p>4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.</p>
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G7.4.02

The organization trains all program personnel on the following:

- a. techniques for deescalating conflict;**
- b. personnel safety measures;**
- c. management of aggressive or out-of-control behavior; and**
- d. protocols for notifying family members, legal guardians, or other contacts in the case of emergencies.**

Interpretation (G7.4.02):

Training under this standard includes management of age-appropriate but potentially dangerous behavior, e.g., ways to protect a child who runs into the street so as not to harm him/her. Other behavior management practices, including seclusion and restraint, are addressed in G10.

<p>Evidence of Compliance (G7.4.02)</p> <p>PRE-SITE The team will review the table of contents for training curriculum that is provided for G7.3.</p> <p>ON-SITE The team will review training curriculum and attendance records and interview personnel.</p>	<p>Rating Indicators (G7.4.02)</p> <p>1 The organization fully complies with the requirements of the standard.</p> <p>2 The organization generally complies with the standard, but curriculum is less fully developed or lacks depth in some areas, e.g., some personnel, such as new hires, are not yet trained.</p> <p>3 The curriculum is limited in scope, and one or more topics listed in the standard are not addressed; or a significant percentage of program personnel have missed all or part of the training.</p> <p>4 The organization does not offer training in these topics or seldom addresses the requirements of the standard.</p>
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G7.4.03

The organization informs all program personnel in writing of its policy prohibiting corporal and degrading punishment.

<p>Evidence of Compliance (G7.4.03)</p> <p>PRE-SITE Provide procedures regarding informing personnel about the organization’s policy prohibiting corporal and degrading punishment required by G9.2.07.</p> <p>ON-SITE The team will review personnel records for evidence of such notification, such as a statement signed by personnel, and interview personnel.</p>	<p>Rating Indicators (G7.4.03)</p> <p>1 The organization fully complies with the standard.</p> <p>2 Personnel are informed in writing about the prohibition against corporal and other forms of degrading punishment, but the policy could be more specific.</p> <p>3 Personnel are informed verbally or via a vague policy; or a significant percentage of personnel have not been informed.</p> <p>4 The organization has no policy; or there is no evidence that program personnel are informed that corporal or other forms of degrading punishment are forbidden.</p>
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G7.4.04

The organization provides training to program personnel in the following health-related topics:

- a. basic medical needs and problems of the service population, with retraining every year;
- b. basic first aid and medication reactions with retraining at least every three years;
- c. cardio-pulmonary resuscitation, with retraining every year; and
- d. medication administration, monitoring, and dispensation, where applicable, with retraining every year.

Interpretation (G7.4.04):

For organizations that operate in the United States, first aid training should be completed according to OSHA-approved pediatric first aid requirements or OSHA-approved adult first aid requirements.

For organizations that operate in Canada, first aid training should be completed according to Canada Occupational Safety and Health Regulation first aid requirements.

Note: *To comply with this standard, an organization that provides the following services must have **at least one program staff member per work site** trained in the topics required by the standard on site at all times that the program is operating: S1, S2, S4, S5, S9 (Emergency Telephone Response and Information and Referral only), S13, S15, S29, S30, S31, S32, S33, S34, S35, S36, and S38. If any of these services are provided in home, with a residential component, with high risk populations, or if other extenuating circumstances present a heightened risk, the organization must train all program personnel in the topics required by the standard. **An organization that provides any service not listed above must train all program personnel in the topics required by this standard.***

Evidence of Compliance (G7.4.04)

PRE-SITE
Provide table of contents for training and relevant material provided in other generic standards on risk management.

ON-SITE
The team will review training curriculum and attendance records.

Rating Indicators (G7.4.04)

- 1 The organization fully complies with the standard, e.g., the organization that provides one of the services referenced in the note above has at least one trained employee or volunteer on site at all times and has a backup to ensure coverage.
- 2 The organization generally complies with the standard, but training or its implementation could be strengthened in some minor way, e.g., some personnel, such as new hires, are not yet trained; or training occurs once every two years on topics that require annual training.
- 3 One or two of the topics listed in the standard are not addressed in the training or a significant percentage of personnel have missed all or part of training, either during the initial training or regular follow-up.
- 4 The training is not offered on a regular basis, the depth of coverage is clearly inadequate, or personnel consistently are not trained.

G7.4.05

The organization annually trains program personnel on disease prevention, including:

- a. the organization's protocols for providing service to children and adults with contagious and infectious diseases, including those who are HIV positive or have AIDS, hepatitis, tuberculosis, or other air and blood-borne pathogens;
- b. universal disease precautions; and
- c. recognizing the symptoms of other medical problems that may be present among the consumer group, such as asthma or lead poisoning.

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Note: To comply with this standard, an organization that provides the following services must have at least **one program staff member** trained in the topics required by the standard on site at all times: S1, S2, S4, S5, S9 (Emergency Telephone Response and Information and Referral only), S13, S15, S29, S30, S31, S32, S33, S34, S35, S36, and S38. If any of these services are provided in home, with a residential component, with high risk populations, or if other extenuating circumstances present a heightened risk, the organization must train all program personnel in the topics required by the standard. **Any service not listed above must train all program personnel in the topics required by this standard.**

Evidence of Compliance (G7.4.05)

PRE-SITE
Provide relevant material provided for G5.8.02. Append additional references or material that addresses the issues in the standard.

Rating Indicators (G7.4.05)

- 1 The organization fully complies with the standard, e.g., the organization that provides one of the services referenced in the note above has at least one trained employee or volunteer on site at all times and has a backup to ensure coverage.
- 2 The organization generally complies with the standard, but training or its implementation could be strengthened in some minor way, e.g., some personnel, such as new hires, are not yet trained; or training occurs once every two years on topics that require annual training; or the organization that provides one of the services referenced in the note above does not have at least one trained employee or volunteer on site at all times.
- 3 One or two of the topics listed in the standard are not addressed in the training; or a significant percentage of personnel have missed all or part of training, either the initial training or regular follow-up.
- 4 The training is not offered on a regular basis, the depth of coverage is clearly inadequate, or personnel consistently are not trained.

G7.4.06

The organization provides training on air and blood-borne pathogens and TB prevention and control to program personnel at initial assignment and annually thereafter.

Note: To comply with this standard, an organization that provides the following services must have at least **one program staff member** trained in the topics required by the standard on site at all times: S1, S2, S4, S5, S9 (Emergency Telephone Response and Information and Referral only), S13, S15, S29, S30, S31, S32, S33, S34, S35, S36, and S38. If any of these services are provided in home, with a residential component, with high risk populations, or if other extenuating circumstances present a heightened risk, the organization must train all program personnel in the topics required by the standard. **Any service not listed above must train all program personnel in the topics required by this standard.**

Evidence of Compliance (G7.4.06)

PRE-SITE
Provide a sample training module and/or written training objectives that address this standard.

Rating Indicators (G7.4.06)

- 1 The organization fully complies with the standard, e.g., the organization that provides one of the services referenced in the note above has at least one trained employee or volunteer on site at all times and has a backup to ensure coverage.

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	<ol style="list-style-type: none"> 2 The organization generally complies with the standard, but training or its implementation could be strengthened in some minor way, e.g., some personnel, such as new hires, are not yet trained; or training occurs once every two years on topics that require annual training. 3 Training or implementation requires significant improvement, e.g., the organization provides training only in regard to blood-borne pathogens and provides training only intermittently, or many personnel are not trained. 4 The organization does not provide any training on air or blood-borne pathogens or TB prevention and control.
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SUPERVISION*

G7.5 The organization assumes professional responsibility for the quality of work performed by individual personnel.

Interpretation (G7.5):
Case supervision is also addressed in G9.6.

<p>G7.5.01</p> <p>The organization has a system of personnel supervision that is tailored to the organization’s model of service delivery and uses individual and/or group supervision.</p>	
<p>Evidence of Compliance (G7.5.01)</p> <p>PRE-SITE Provide a description of the organization’s system of supervision for all levels of service staff and for each category of services.</p> <p>ON-SITE The team will interview supervisors and direct service personnel.</p>	<p>Rating Indicators (G7.5.01)</p> <ol style="list-style-type: none"> 1 The organization fully complies with the standard. 2 The organization has a formal system of supervision for personnel, but the system does not uniformly provide for individual and/or group supervision of all levels of personnel; and/or there are occasional gaps in regular supervision. The link between the system of supervision and the model of service delivery is implicit, but not clearly articulated. 3 Practice requires significant improvement. 4 There is no system of supervision in place; or the system that does exist functions without regard to the standard.

G7.5.02

Supervisory ratios for program personnel do not exceed one direct service supervisor to seven full-time personnel, with ratios and frequency adjusted according to relevant criteria.

Interpretation (G7.5.02):

“Relevant criteria” include:

- a. educational background and skill level of those supervised;*
- b. skills of the supervisor;*
- c. workload size and complexity;*
- d. newness of the assignment;*

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- e. variances due to turnover, vacation, and other factors; and
- f. mode of supervision (group, lead worker, etc.).

The organization must also demonstrate that arrangements exist to prevent variance in supervisory coverage due to turnover, vacation, or other factors.

Note: This standard only applies to immediate supervisors of direct service personnel.

Evidence of Compliance (G7.5.02)

PRE-SITE
Provide a list of supervisors per service and the persons they supervise. Indicate experience and professional training. The team will review this information in conjunction with the Service Summaries.
ON-SITE
The team will interview supervisory personnel and review personnel records.

Rating Indicators (G7.5.02)

- 1 The organization fully complies with the standard.
- 2 The ratios meet the standard, but they are not adjusted to allow for the criteria specified in the standard; or the workload usually meets the standard's requirements, but there are times when it has lapsed for limited periods of time. At no time did the ratio exceed 1:12.
- 3 The supervisory workload averages greater than 1:7 and is seldom modified according to the criteria listed.
- 4 The ratio is consistently exceeded or is grossly exceeded in a number of cases.

G7.5.03

All supervisors are competent in the following areas:

- a. assuming or assigning professional responsibility for work completed;
- b. ensuring that service delivery is performed according to the organization's mission, policies and procedures, and service philosophy; and
- c. providing in-service training.

Evidence of Compliance (G7.5.03)

ON-SITE
The team will interview supervisors and their supervisees.

Rating Indicators (G7.5.03)

- 1 All supervisors meet the requirements of the standard.
- 2 A substantial percentage of supervisors meet the requirements of the standard.
- 3 A pattern of noncompliance with the standard is apparent.
- 4 Supervisors consistently do not meet the requirements of the standard.

G7.5.04

The organization ensures that supervisory personnel have sufficient time to hold supervisory conferences and conduct evaluation and training activities.

Evidence of Compliance (G7.5.04)

ON-SITE
The team will interview supervisors and their supervisees.

Rating Indicators (G7.5.04)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but practice could be strengthened in some minor way.
- 3 Practice requires significant improvement.
- 4 The organization does not comply with the standard.



G7.5.05

Supervisors are competent to assess the needs of persons served, the resources available to meet those needs, and the legal and/or policy requirements governing service delivery to persons served.

Evidence of Compliance (G7.5.05)

ON-SITE
The team will interview supervisors and their supervisees.

Rating Indicators (G7.5.05)

- 1 All supervisors meet the requirements of the standard.
- 2 A substantial percentage of supervisors meet the requirements of the standard.
- 3 A pattern of noncompliance with the standard is apparent.
- 4 Supervisors consistently do not meet the requirements of the standard.

ADDITIONAL REQUIREMENTS OF SUPERVISORS

G7.6 The organization ensures that supervisors effectively manage and support personnel.

Note: Unless otherwise stated, G7.6 applies to all supervisors within the organization, including supervisors of direct service workers, and supervisors of clerical or administrative personnel.

G7.6.01

Supervisors are competent to:
a. provide professional leadership;
b. select and appraise personnel; and
c. conduct performance evaluations.

Evidence of Compliance (G7.6.01)

ON-SITE
The team will interview supervisors and their staff.

Rating Indicators (G7.6.01)

- 1 All supervisors meet the requirements of the standard.
- 2 A substantial percentage of supervisors meet the requirements of the standard.
- 3 A pattern of noncompliance with the standard is apparent.
- 4 Supervisors consistently do not meet the requirements of the standard.



G7.6.02

Supervisors effectively support their staff and demonstrate competence in:

- a. transmitting technical knowledge and skills;**
- b. teaching work management skills;**
- c. teaching communication skills;**
- d. conflict management; and**
- e. identifying the need for consultation or additional skills to improve supervisory performance.**

Evidence of Compliance (G7.6.02)

PRE-SITE
Provide material on skill-building.

ON-SITE
The team will review training curriculum and attendance logs and interview personnel.

Rating Indicators (G7.6.02)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but practice could be strengthened in some minor way.
- 3 Supervisors do not demonstrate required competencies, but the organization has begun training in all areas of deficiency.
- 4 The organization does not comply with the standard.

G7.6.03

The organization also ensures that supervisors demonstrate competence in:

- a. addressing interpersonal barriers and strengths in personnel;**
- b. cultivating an individual's ability to perform a job;**
- c. empowering those supervised;**
- d. using criticism in a constructive manner; and**
- e. complying with employment and labor laws.**

Interpretation (G7.6.03):

This standard requires that supervisors who interview prospective employees receive training on both permissible and impermissible or unlawful categories of interview questions pursuant to applicable employment and labor laws.

Evidence of Compliance (G7.6.03)

PRE-SITE
The team will review the material on skill-building that is provided for G7.6.02.

ON-SITE
The team will interview supervisors and their supervisees.

Rating Indicators (G7.6.03)

- 1 The organization fully complies with the standard.
- 2 The organization generally complies with the standard, but practice could be strengthened in some minor way.
- 3 Supervisors do not demonstrate required competencies, but the organization has begun training in all areas of deficiency.
- 4 The organization does not comply with the standard.

G7.6.04

Supervisors who oversee direct services are competent in carrying out the following administrative responsibilities:

- a. tracking and monitoring the progress of the families and individuals served;**
- b. collecting and applying data to improve client outcomes; and**
- c. meeting the organization's quality improvement and evaluation requirements.**

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<p>Evidence of Compliance (G7.6.04)</p> <p>ON-SITE The team will interview supervisors and their supervisees.</p>	<p>Rating Indicators (G7.6.04)</p> <ol style="list-style-type: none">1 All supervisors meet the requirements of the standard.2 A substantial percentage of supervisors meet the requirements of the standard.3 A pattern of noncompliance with the standard is apparent.4 Supervisors consistently do not meet the requirements of the standard.
<p>G7.6.05</p> <p>Supervisors who oversee direct services are competent in the following areas:</p> <ol style="list-style-type: none">a. applying practice skills and referrals, and intake guidelines;b. case consultation and supervision; andc. the permitted ranges of service interventions used by the organization as outlined in G9.2.02.	
<p>Evidence of Compliance (G7.6.05)</p> <p>ON-SITE The team will interview supervisors and their staff.</p>	<p>Rating Indicators (G7.6.05)</p> <ol style="list-style-type: none">1 All supervisors meet the requirements of the standard.2 A substantial percentage of supervisors meet the requirements of the standard.3 A pattern of noncompliance with the standard is apparent.4 Supervisors consistently do not meet the requirements of the standard.

