

ADMINISTRATORS: ETHICAL RESPONSIBILITIES

ADMINISTRATION'S DUE CARE IS IMPORTANT...

A supervisor is in control of the client's treatment and is responsible for the client's care.

If the supervisor is negligent in overseeing and directing, and the client suffers harm, the supervisor is liable.

Administrators should advocate within and outside their agencies for adequate resources to meet clients' needs.

- They should advocate for resource allocation procedures that are open and fair. When all clients' needs cannot be met, an allocation procedure should be developed that is nondiscriminatory and based on appropriate and consistently applied principles.
- They should take reasonable steps to ensure that adequate agency or organizational resources are available to provide appropriate staff supervision.
- In addition, supervisor/administrators should also take reasonable steps to ensure that the working environment for which they are responsible is consistent with and encourages compliance with all appropriate Codes of Ethics and take reasonable steps to eliminate any conditions in their organizations that violate, interfere with, or discourage compliance with these Codes.
- Finally, administrators and supervisors should take reasonable steps to provide or arrange for continuing education and staff development.

What else can you add that's taken from your company's policies and procedures?

What else can you add that's taken from your ethical codes?

ADMINISTRATORS: THE APPRAISAL PROCESS

One of the most important and demanding responsibilities facing a supervisor is evaluating the performance of employees. It is a continuous day-to-day activity. Without appraisals a supervisor cannot make sound decisions regarding promotion, transfer, counseling, discharge, etc.

PRINCIPLES:

- An appraisal system that satisfies everyone is unknown
- Always seek objective appraisal processes
- There is no substitute for merit
- Uniformity is essential in rating
- Employee development must be universal
- All development is ultimately self-development
- Avoid inconsistencies, common errors: halo effect, leniency, over-emphasizing recent events

Components of Effective Performance Appraisals:

1. Planning
2. Execution

THE APPRAISAL INTERVIEW CAN DO MORE HARM THAN GOOD IF HANDLED IMPROPERLY

- Control the discussion tactfully
- Direct criticism at job performance (not at the employee personally)
- Use active listening skills when it's the employee's turn to talk
- Comment on improvements
- Do not compare one employee to another
- Employee's strengths should be emphasized

SUBJECTIVE VS. OBJECTIVE APPRAISALS

1. Subjective = ratings are a matter of personal opinions and feelings
2. Objective = ratings can be counted and verified

RATING SYSTEMS—MOST RATING SCALES CAN BE PLACED IN ONE OF TWO CLASSES:

1. Person-to-person
2. Person-to-category

UNIFORMITY IS ESSENTIAL IN THE RATING PROCESS—COMMON ERRORS:

1. Halo: Most recent performance determines overall ratings
2. Leniency: Not wanting to give low ratings

PRINCIPLES OF EMPLOYEE DEVELOPMENT

- Development is an individual matter
- All development is self-development
- Development is mostly a result of the day-to-day job
- Opportunity for development must be universal

ASSIGNMENT (Self-reflection and/or Group Discussion)

Looking at your current employee appraisal process... Are you satisfied? Any changes you'd like to see?