

# Supervisory Style Self-Assessment Checklist

Explore your own supervisory style and decide whether you need to change your approach.

This self-assessment tool is anonymous; it is *not* a test. It is a tool for self-improvement, asking you to reflect on how you perform your supervisory tasks. Carefully read each question and respond honestly regarding your current performance. The purpose of this instrument is to help you identify in which areas you need to strengthen your supervisory skills.

Please take a few minutes to answer “yes” or “no” to the questions below. Count the total score for each column. For those “yes” responses, acknowledge what you are doing well and aim to continue this level of performance. For those “no” responses, explore what may be hindering your optimal performance and explore opportunities to improve your performance.

Statement	Yes	No
<b>Job Expectations</b>		
1. I always discuss work expectations with each staff member I supervise.		
2. I discuss job description(s) periodically with the staff members I supervise.		
3. I always ensure that health staff have access to current reference books, norms, guidelines, and regulations on all areas and procedures of services offered.		
4. I always encourage and help staff I supervise to do self-assessment and develop an action plan to improve their performance and the quality of FP-integrated ART services we provide.		
<b>Performance Feedback</b>		
5. I always provide <b>constructive</b> feedback to the staff on their performance in a timely manner, focusing on solutions to the problems and offering help (but not in front of others, to ensure that they do not lose face).		
6. I believe in empowerment rather than criticism.		
7. I work with staff to ensure that they have ways to receive feedback from clients and the community.		
8. I always practice active listening and other communication skills when supervising and providing feedback.		
<b>Motivation</b>		
9. I often ask staff what motivates them and what does not, and I use this information to motivate staff effectively.		
10. I always recognize good staff performance by telling them personally and in front of their colleagues that they have done well.		
11. I always make the effort to ensure that there is a transparent and fair system of motivation and incentives.		
12. I always treat staff from all levels with respect, and I encourage staff to treat each other respectfully.		
<b>Physical Environment and Tools</b>		
13. I always make sure that staff I supervise have the necessary equipment and supplies (including supplies for infection prevention) to		

<b>Statement</b>	<b>Yes</b>	<b>No</b>
do their job and to meet the needs of clients and the community in providing quality FP-integrated ART services.		
14. I always make sure that staff have the educational aids and informational materials they need to provide clients with information for informed decision making and to conduct counseling and educational activities.		
15. I make sure that staff I supervise have safe working conditions.		
<b>Knowledge and Skills</b>		
16. I work with staff to assess periodically both the site's and individuals' learning needs and the areas in which staff need to improve their knowledge, attitudes, and skills related to the delivery of FP-integrated ART services.		
17. I always provide the staff with the FP-integrated ART information they need to perform their jobs well.		
18. I provide or arrange training that staff need, using training needs assessment results, to provide high-quality integrated services.		
19. I provide on-the-job training/coaching when appropriate.		
20. I always provide opportunities for staff to practice new skills or to stay current with rapidly changing HIV care and treatment practices.		
<b>Organizational Support</b>		
21. I see myself as part of the staff team.		
22. I visit the sites under my jurisdiction frequently or I monitor service delivery at my site frequently.		
23. I regularly observe the day-to-day operations of the clinic.		
24. My primary objective is to improve the quality of FP-integrated HIV care and treatment services, not to collect data.		
25. I communicate regularly with staff about what is going on in the organization (such as policy changes, vision, goals, statistic data, and current and expected results for the institution).		
26. I speak to all levels of staff during my visits or when I monitor service delivery at my site.		
27. I create a relationship based on trust and openness so staff feel free to discuss any problems they encounter.		
28. I ensure that staff have the tools to continuously assess the quality of services and their performance, and I always encourage and help staff to identify their own solutions to the problems they encounter.		
29. I always try to create partnerships between staff and outside resources to help improve service quality.		
30. I always serve as a liaison between a site and the larger system.		
31. I supervise clinical as well as administrative tasks, such as data collection.		
32. I always try to find and bring in external resources or support when existing internal resources cannot solve the problem.		
33. I have/maintain a plan of my supervisory activities		
<b>Total</b>		

*Adapted from: The ACQUIRE Project. 2007. Facilitative supervision for quality improvement. New York.*