

**APPENDIX A: FLS COMPETENCY STATEMENTS – DETAILED ANALYSIS**

**Competency Area 1: Staff Relations - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Effectively communicate with staff	100.0				3.0	3.0	3.0			0.0	1	1	40
2	Facilitate teamwork & positive staff interactions	92.5	7.5			2.9	2.9	3.0	0.25		0.0	1	4	40
3	Take direct interest in staff roles & responsibilities	65.0	35.0			2.7	2.7	2.6	0.05		0.0	1	7	40
4	Encourage staff boundaries on personal & work issues	67.5	25.0	7.5		2.6	2.5	2.7	0.64		7.5	1	8	40
5	Facilitate & encourage creative & new ideas	53.8	43.2			2.5	2.5	2.6	0.42		0.0	1	2	39
6	Seek staff opinions & empower to make decisions	60.0	32.5	7.5		2.5	2.4	2.6	1.00		7.5	1	3	40
7	Provide formal staff communication eg memos, mtgs	55.0	42.5	2.5		2.5	2.5	2.5	0.00		2.5	1	6	40
8	Provide counseling & staff support over conflicts	62.5	35.0	2.5		2.6	2.5	2.7	1.07		2.5	1	5	40

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 1: Staff Relations - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Facilitate teamwork & positive staff interactions	59.0	25.6	12.8	2.6	1.6	1.8	1.3	3.50		84.6	1	4	39	
2	Encourage staff boundaries on personal & work issues	51.3	30.8	17.9		1.7	1.8	1.5	1.58		82.1	1	8	39	
3	Effectively communicate with staff	46.2	38.5	15.4		1.7	1.7	1.7	0.05		84.7	1	1	39	
4	Take direct interest in staff roles & responsibilities	38.5	46.2	15.4		1.8	1.8	1.8	0.00		84.7	1	7	39	
5	Provide formal staff communication eg memos, mtgs	33.3	43.6	23.1		1.9	2.0	1.7	1.85		76.9	1	6	39	
6	Provide counseling & staff support over conflicts	33.3	35.9	25.6	2.6	2.6	2.1	2.2	1.9	0.93	69.2	1	5	39	
7	Seek staff opinions & empower to make decisions	23.1	48.7	25.6	2.6		2.1	2.2	1.9	2.03	71.8	1	3	39	
8	Facilitate & encourage creative & new ideas	15.8	50.0	28.9	5.3		2.2	2.3	2.2	0.27	65.8	1	2	38	

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 1: Staff Relations - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Effectively communicate with staff	71.4%	55.6%	64.1%	1.03		1	1
2	Facilitate teamwork & positive staff interactions	52.4%	44.4%	48.7%	0.23		1	4
3	Seek staff opinions & empower to make decisions	42.9%	27.8%	35.9%	0.93		1	3
4	Encourage staff boundaries on personal & work issues	19.0%	50.0%	33.3%	4.44 *		1	8
5	Facilitate & encourage creative & new ideas	23.8%	44.4%	33.3%	1.85		1	2
6	Provide counseling & staff support over conflicts	33.3%	27.8%	30.8%	0.13		1	5
7	Take direct interest in staff roles & responsibilities	33.3%	5.6%	20.5%	4.93 *		1	7
8	Provide formal staff communication eg memos, mtgs	14.3%	11.1%	12.8%	0.08		1	6

\* p<.05, \*\* p<.01

**Competency Area 2: Direct Support - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent			Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin						
1	Communicates effectively with supported individuals	92.5	5.0	2.5		2.9	3.0	2.8	0.84	2.5	2	1	40
2	Interacts with individuals by listening, sharing, etc	85.0	15.0			2.9	2.9	2.8	1.01	0.0	2	2	40
3	Implements beh. support plans & defuses crises	85.0	10.0	2.5	2.5	2.8	2.7	2.8	0.42	5.0	2	10	40
4	Critically evaluates quality & strives for improvement	72.5	27.5			2.7	2.7	2.7	0.02	0.0	2	14	40
5	Teaches DSP's methods to achieving competencies	70.0	27.5	2.5		2.7	2.6	2.7	0.11	2.5	2	12	40
6	Advocates with managers for necessary resources	65.0	32.5	2.5		2.6	2.7	2.6	0.26	2.5	2	13	40
7	Ensures physical environment meets indiv. needs	65.0	32.5	2.5		2.6	2.5	2.7	0.64	2.5	2	7	40
8	Assists individuals in developing daily activities	55.0	45.0			2.6	2.5	2.6	0.12	0.0	2	4	40
9	Assists with ADL's	52.5	40.0	7.5		2.5	2.4	2.5	0.05	7.5	2	3	40
10	Assists indiv. in maintaining family relationships	40.0	57.5	2.5		2.4	2.3	2.4	0.47	2.5	2	11	40
11	Helps individuals in planing community activities	37.5	57.5	5.0		2.3	2.3	2.4	0.20	5.0	2	5	40
11	Helps indiv. in making & maintaining friendships	47.5	37.5	15.0		2.3	2.4	2.2	0.89	15.0	2	6	40
13	Assist indiv. in shopping	35.0	47.5	15.5	2.5	2.2	2.1	2.2	0.22	18.0	2	8	40
14	Assists in arranging preferred transportation	32.5	52.5	10.0	5.0	2.1	2.1	2.2	0.06	15.0	2	9	40

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 2: Direct Support - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Interacts with individuals by listening, sharing, etc	57.9	34.2	7.9			1.5	1.5	1.5	0.06	92.1	2	2	38	
2	Communicates effectively with supported individuals	43.6	51.3	5.1			1.6	1.9	1.3	14.96 ***	94.9	2	1	39	
3	Assists with ADL's	55.3	31.6	10.5		2.6	1.6	1.8	1.4	1.96	86.9	2	3	38	
4	Implements beh. support plans & defuses crises	47.4	39.5	13.2			1.7	1.8	1.5	2.22	86.9	2	10	38	
5	Teaches DSP's methods to achieving competencies	34.2	50.0	15.8			1.8	1.9	1.8	0.16	84.2	2	12	38	
6	Ensures physical environment meets indiv. needs	35.1	48.6	13.5	2.7		1.8	1.8	1.9	0.47	83.7	2	7	37	
7	Critically evaluates quality & strives for improvement	36.8	28.9	31.6	2.6		2.0	2.0	2.0	0.00	65.7	2	14	38	
8	Advocates with managers for necessary resources	31.6	39.5	23.7	5.3		2.0	2.0	2.1	0.04	71.1	2	13	38	
9	Assists indiv. in maintaining family relationships	34.2	39.5	18.4	5.3	2.6	2.0	2.1	1.9	0.63	73.7	2	11	38	
10	Assists individuals in developing daily activities	23.7	50.0	23.7		2.6	2.1	2.2	1.9	0.80	73.7	2	4	38	
11	Assists in arranging preferred transportation	24.3	51.4	18.9	2.7	2.7	2.1	2.2	1.9	0.72	75.7	2	9	37	
12	Assist indiv. in shopping	21.6	54.1	21.6		2.7	2.1	2.2	1.9	1.78	75.7	2	8	37	
13	Helps indiv. in making & maintaining friendships	21.6	48.6	27.0	2.7		2.1	2.1	2.1	0.10	70.2	2	6	37	
14	Helps individuals in planing community activities	18.9	56.8	21.6		2.7	2.1	2.3	1.9	2.43	75.7	2	5	37	

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

<b>Competency Area 2: Direct Support - Top Three Training Needs</b>							
<b>Ntl. Rank</b>	<b>Competency</b>	<b>Admin</b>	<b>FLS</b>	<b>Total</b>	<b>F</b>	<b>Sig. Area</b>	<b>Item</b>
1	Implements beh. support plans & defuses crises	42.9%	38.9%	41.0%	0.06	2	10
2	Communicates effectively with supported individuals	38.1%	38.9%	38.5%	0.00	2	1
3	Teaches DSP's methods to achieving competencies	47.6%	22.2%	35.9%	2.77	2	12
4	Helps indiv. in making & maintaining friendships	28.6%	38.9%	33.3%	0.45	2	6
5	Helps individuals in planing community activities	33.3%	27.8%	30.8%	0.13	2	5
6	Critically evaluates quality & strives for improvement	38.1%	22.2%	30.8%	1.12	2	14
7	Interacts with individuals by listening, sharing, etc	19.0%	27.8%	23.1%	0.40	2	2
8	Ensures physical environment meets indiv. needs	19.0%	11.1%	15.4%	0.45	2	7
9	Advocates with managers for necessary resources	4.8%	22.2%	12.8%	2.69	2	13
10	Assists individuals in developing daily activities	9.5%	11.1%	10.3%	0.03	2	4
11	Assists with ADL's	9.5%	5.6%	7.7%	0.21	2	3
12	Assists indiv. in maintaining family relationships	0.0%	5.6%	2.6%	1.17	2	11
13	Assist indiv. in shopping	4.8%	0.0%	2.6%	0.85	2	8
14	Assists in arranging preferred transportation	4.8%	0.0%	2.6%	0.85	2	9

\* p<.05, \*\* p<.01

**Competency Area 3: Facilitating & Supporting Consumer Support Networks - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Consults with case managers & team re indiv. rights	86.4	13.6			2.9	2.8	3.0	2.73		0.0	3	1	44
2	Reg. contact to address complaints & satisfaction	84.1	13.6	2.3		2.8	2.7	2.9	1.53		2.3	3	2	44
3	Assists in development of new programs & services	52.3	40.9	6.8		2.5	2.3	2.7	5.03	*	6.8	3	4	44
4	Supports indiv. in connecting & maintaining activities	45.5	47.7	6.8		2.4	2.3	2.5	0.85		6.8	3	6	44
5	Promotes pos. rel. between indiv & neighborhood	43.2	47.7	9.1		2.3	2.3	2.4	0.15		9.1	3	8	44
6	Supports indiv. in participating in educ. activities	29.5	52.3	18.2		2.1	2.0	2.3	2.60		18.2	3	7	44
7	Works with community agencies to provide activities	27.3	50.0	22.7		2.1	2.0	2.1	0.00		22.7	3	5	44
8	Participates in network & consumer council mtgs.	36.4	34.1	25.0	4.5	2.0	2.1	1.9	0.68		29.5	3	9	44
9	Networks with other agencies to learn new ideas	18.2	59.1	22.7		2.0	1.9	2.0	0.20		22.7	3	3	44

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 3: Facilitating & Supporting Consumer Support Networks - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin						
1	Reg. contact to address complaints & satisfaction	45.5	43.2	11.4		1.7	2.0	1.3	16.47	***	88.7	3	2	44
2	Consults with case managers & team re indiv. rights	38.6	45.5	13.6	2.3	1.8	2.0	1.6	3.66		84.1	3	1	44
3	Promotes pos. rel. between indiv & neighborhood	29.5	27.3	36.4	4.5	2.3	2.2	2.1	0.68		56.8	3	8	44
4	Supports indiv. in connecting & maintaining activities	15.9	45.5	27.3	11.4	2.3	2.4	2.2	0.53		61.4	3	6	44
5	Assists in development of new programs & services	20.5	31.8	31.8	15.9	2.4	2.7	2.2	2.43		52.3	3	4	44
6	Works with community agencies to provide activities	4.5	40.9	40.9	13.6	2.6	2.8	2.4	2.98		45.4	3	5	44
7	Participates in network & consumer council mtgs.	11.4	36.4	34.1	9.1	2.7	2.8	2.5	0.83		47.8	3	9	44
8	Supports indiv. in participating in educ. activities	4.5	20.5	61.4	13.6	2.8	3.0	2.7	1.27		25.0	3	7	44
9	Networks with other agencies to learn new ideas	2.3	27.3	47.7	20.5	2.3	2.9	2.7	2.97		29.6	3	3	44

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

<b>Competency Area 3: Facilitating &amp; Supporting Consumer Support Networks - Top Three Training Needs</b>							
Ntl. Rank	Competency	Admin	FLS	Total	F	Sig. Area	Item
1	Assists in development of new programs & services	69.6%	42.9%	56.8%	3.28	3	4
2	Supports indiv. in connecting & maintaining activities	39.1%	33.3%	36.4%	0.15	3	6
3	Networks with other agencies to learn new ideas	39.1%	33.3%	36.4%	0.15	3	3
4	Reg. contact to address complaints & satisfaction	26.1%	38.1%	31.8%	0.71	3	2
5	Participates in network & consumer council mtgs.	21.7%	28.6%	25.0%	0.26	3	9
6	Consults with case managers & team re indiv. rights	26.1%	19.0%	22.7%	0.30	3	1
7	Works with community agencies to provide activities	21.7%	23.8%	22.7%	0.03	3	5
8	Promotes pos. rel. between indiv & neighborhood	26.1%	19.0%	22.7%	0.30	3	8
9	Supports indiv. in participating in educ. activities	8.7%	28.6%	18.2%	2.98	3	7

\* p<.05, \*\* p<.01

**Competency Area 4: Program Planning & Monitoring - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS	F					
1	Encourages individual independence as appropriate	88.1	9.5	2.4		2.9	2.8	2.9	0.28		2.4	4	15	42
2	Reviews & follows-up on incident reports	78.6	16.7	4.8		2.7	2.8	2.6	1.34		4.8	4	12	42
3	Dev., implements, monitors & assists with CS plans	76.7	18.6	2.3	2.3	2.7	2.6	2.8	0.96		4.6	4	1	43
4	Comm & maintains rel with other support agencies	66.7	33.3			2.7	2.6	2.7	0.75		0.0	4	16	42
5	Provides feedback to staff on implementation of plans	66.7	31.0	2.4		2.6	2.7	2.6	0.02		2.4	4	9	42
6	Monitors & documents progress toward goals	64.3	33.3	2.4		2.6	2.5	2.8	3.70		2.4	4	6	42
7	Designs & monitors beh support plans & meds	71.4	19.0	7.1	2.4	2.6	2.5	2.7	0.50		9.5	4	10	42
8	Solicits info. from indiv. on desired goals & outcomes	57.1	42.9			2.6	2.6	2.5	0.28		0.0	4	7	42
8	Completes required charting & documentation	69.0	21.4	7.1	2.4	2.6	2.4	2.8	3.20		9.5	4	8	42
9	Completes & uses relevant assessments	59.5	35.7	4.8		2.6	2.4	2.7	1.88		4.8	4	5	42
10	Coordinates services for people new to the program	57.1	35.7	7.1		2.5	2.5	2.5	0.06		7.1	4	3	42
11	Facilitates person-centered planning mtgs.	59.5	31.0	4.8	4.8	2.5	2.3	2.6	1.76		9.6	4	2	42
12	Operates annual & quarterly consumer planning mtgs	50.0	40.5	4.8	4.8	2.4	2.3	2.5	0.75		9.6	4	4	42
13	Maintains records for appropriate release of info	48.8	36.6	9.8	4.9	2.3	2.1	2.5	1.66		14.7	4	13	41
14	Develops risk management plans	46.3	34.1	12.2	7.3	2.2	2.1	2.3	0.71		19.5	4	11	41
15	Id's & advocates for needed program changes	45.2	31.0	19.0	4.8	2.2	2.0	2.3	0.93		23.8	4	17	42
16	Completes necessary discharge paperwork	42.9	28.6	19.0	9.5	2.1	1.9	2.2	0.90		28.5	4	14	42

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 4: Program Planning & Monitoring - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean				% Need Skill				
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup	F	Sig.	w/in 90 days	Area	Item	N
1	Encourages individual independence as appropriate	71.4	10.0	9.5			1.4	1.5	1.3	1.11		81.4	4	15	42
2	Reviews & follows-up on incident reports	42.9	54.8	2.4			1.6	1.7	1.5	1.77		97.7	4	12	42
3	Comm & maintains rel with other support agencies	50.0	38.1	11.9			1.6	1.7	1.5	0.61		88.1	4	16	42
4	Completes required charting & documentation	40.5	50.0	7.1		2.4	1.7	1.9	1.6	1.39		90.5	4	8	42
5	Monitors & documents progress toward goals	33.3	50.0	16.7			1.8	1.9	1.7	0.66		83.3	4	6	42
6	Provides feedback to staff on implementation of plans	31.0	50.0	19.0			1.9	1.9	1.8	0.10		81.0	4	9	42
7	Completes & uses relevant assessments	33.3	45.2	21.4			1.9	2.0	1.8	0.53		78.5	4	5	42
8	Dev., implements, monitors & assists with CS plans	40.5	33.3	21.4	2.4	2.4	1.9	2.1	1.7	1.36		73.8	4	1	42
9	Solicits info. from indiv. on desired goals & outcomes	23.8	59.5	16.7			1.9	2.0	1.8	1.67		83.3	4	7	42
10	Maintains records for appropriate release of info	36.6	39.0	17.1		7.3	2.0	2.3	1.7	2.48		75.6	4	13	41
11	Coordinates services for people new to the program	23.8	40.5	28.6	7.1		2.2	2.3	2.0	1.61		64.3	4	3	42
12	Facilitates person-centered planning mtgs.	22.0	41.5	31.7		4.9	2.2	2.4	2.1	0.72		63.5	4	2	41
13	Operates annual & quarterly consumer planning mtgs	19.5	43.9	31.7		4.9	2.3	2.4	2.1	0.88		63.4	4	4	41
14	Designs & monitors beh support plans & meds	24.4	39.0	22.0	12.2	2.4	2.3	2.3	2.2	0.14		63.4	4	10	41
15	Completes necessary discharge paperwork	19.5	39.0	24.4	4.9	12.2	2.5	2.7	2.3	0.68		58.5	4	14	41
16	Develops risk management plans	17.1	29.3	29.3	17.1	7.3	2.7	2.7	2.7	0.04		46.4	4	11	41
17	Id's & advocates for needed program changes	17.1	22.0	29.3	29.3	2.4	2.8	2.8	2.7	0.08		39.1	4	17	41

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 4: Program Planning & Monitoring - Top Three Training Needs**

<b>Ntl. Rank</b>	<b>Competency</b>	<b>Admin</b>	<b>FLS</b>	<b>Total</b>	<b>F</b>	<b>Sig.</b>	<b>Area</b>	<b>Item</b>
1	Dev., implements, monitors & assists with CS plans	43.5%	35.0%	39.5%	0.31		4	1
2	Monitors & documents progress toward goals	30.4%	35.0%	32.6%	0.10		4	6
3	Encourages individual independence as appropriate	26.1%	35.0%	30.2%	0.39		4	15
4	Id's & advocates for needed program changes	39.1%	10.0%	25.6%	5.11 *		4	17
5	Designs & monitors beh support plans & meds	17.4%	35.0%	25.6%	1.73		4	10
6	Facilitates person-centered planning mtgs.	34.8%	15.0%	25.6%	2.21		4	2
7	Completes & uses relevant assessments	21.7%	30.0%	25.6%	0.37		4	5
8	Solicits info. from indiv. on desired goals & outcomes	13.0%	15.0%	14.0%	0.03		4	7
9	Develops risk management plans	13.0%	15.0%	14.0%	0.03		4	11
10	Coordinates services for people new to the program	13.0%	15.0%	14.0%	0.03		4	3
11	Provides feedback to staff on implementation of plans	13.0%	10.0%	11.6%	0.09		4	9
12	Completes required charting & documentation	8.7%	15.0%	11.6%	0.40		4	8
13	Reviews & follows-up on incident reports	4.3%	15.0%	9.3%	1.42		4	12
14	Maintains records for appropriate release of info	8.7%	5.0%	7.0%	0.22		4	13
15	Comm & maintains rel with other support agencies	0.0%	10.0%	4.7%	2.44		4	16
16	Completes necessary discharge paperwork	4.3%	0.0%	2.3%	0.87		4	14
17	Operates annual & quarterly consumer planning mtgs	0.0%	0.0%	0.0%	0.00		4	4

\* p<.05, \*\* p<.01

**Competency Area 5: Personnel Management - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS							
1	Responds to staff questions & on-call crises	97.7	2.3			3.0	3.0	3.0	1.10		0.0	5	17	44	
1	Safeguards & respects indiv. confidentiality & privacy	97.7	2.3			3.0	3.0	3.0	1.10		0.0	5	25	44	
3	Prioritizes tasks & responsibilities	90.9	9.1			2.9	2.9	2.9	0.01		0.0	5	23	44	
4	Manages their own stress	88.6	11.4			2.9	2.9	2.9	0.33		0.0	5	24	44	
5	Discusses consumer & program issues with mgmt	84.1	15.9			2.8	2.8	2.9	1.20		0.0	5	21	44	
6	Provides coaching & feedback to staff	81.8	18.2			2.8	2.9	2.8	0.83		0.0	5	10	44	
6	Conducts debriefing sessions following crises	84.1	13.6	2.3		2.8	2.8	2.9	0.30		2.3	5	18	44	
8	Provides needed disciplinary action & training	79.5	20.5			2.8	2.8	2.8	0.27		0.0	5	11	44	
9	Coordinates & facilitates staff meetings	75.0	22.7	2.3		2.7	2.6	2.9	2.76		2.3	5	12	44	
10	Completes staff performance reviews	61.4	38.6			2.6	2.7	2.6	0.29		0.0	5	8	44	
11	Delegates tasks for special events & activities	56.8	34.1	6.8	2.3	2.5	2.4	2.6	1.03		9.1	5	22	44	
12	Schedules interviews with potential new staff	65.9	18.2	9.1	6.8	2.4	2.4	2.5	0.09		15.9	5	2	44	
13	Plans celebrations for staff	58.1	27.9	11.6	2.3	2.4	2.3	2.6	1.54		13.9	5	13	43	
14	Communicates with supervisors across shifts	59.1	29.5	4.5	6.8	2.4	2.5	2.3	0.30		11.3	5	15	44	
15	Participates in agency mgmt & cross group mtgs	44.2	51.2	4.7		2.4	2.5	2.3	0.46		4.7	5	20	43	
16	Works with support staff on procedures & tasks	50.0	40.9	6.8	2.3	2.4	2.3	2.5	0.62		9.1	5	16	44	
17	Completes salary reviews & makes recommendations	47.7	36.4	9.1	6.8	2.3	2.4	2.1	0.57		15.9	5	9	44	
18	Monitors turnover & staff satisfaction to imp practices	43.2	40.9	11.4	4.5	2.2	2.3	2.2	0.08		15.9	5	26	44	
19	Completes paperwork for changes in staff status	51.2	27.9	9.3	11.6	2.2	2.2	2.2	0.00		20.9	5	6	43	
20	Follows up on staff injury reports	59.1	18.2	4.5	18.2	2.2	2.1	2.3	0.31		22.7	5	7	44	
21	Recruits new DSPs	40.9	34.1	15.9	9.1	2.1	2.0	2.1	0.03		25.0	5	1	44	
22	Seeks input from other staff on hiring decisions	29.5	40.9	18.2	11.4	1.9	2.0	1.8	0.25		29.6	5	3	44	
23	Arranges new staff physicals & limitation assessments	45.5	22.7	6.8	25.0	1.9	1.7	2.1	1.74		31.8	5	5	44	
24	Develops & modifies job descriptions	29.5	40.9	15.9	13.6	1.9	1.8	2.0	0.31		29.5	5	14	44	
25	Performs criminal background & driver license checks	44.2	11.6	9.3	34.9	1.7	1.5	1.8	0.55		44.2	5	4	43	
26	Monitors labor contracts & grievances	16.3	30.2	14.0	39.5	1.2	1.1	1.4	0.79		53.5	5	19	43	

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 5: Personnel Management - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean				Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup	F					
1	Safeguards & respects indiv. confidentiality & privacy	90.9	6.8			2.3	1.2	1.3	1.0	1.21		97.7	5	25	44
2	Responds to staff questions & on-call crises	65.9	27.3	4.5		2.3	1.5	1.6	1.3	0.94		93.2	5	17	44
3	Conducts debriefing sessions following crises	56.8	31.8	6.8	2.3	2.3	1.6	1.7	1.5	0.95		88.6	5	18	44
4	Prioritizes tasks & responsibilities	56.8	27.3	13.6	2.3		1.6	1.7	1.5	1.15		84.1	5	23	44
5	Provides coaching & feedback to staff	45.5	47.7	4.5		2.3	1.7	1.8	1.5	2.30		93.2	5	10	44
6	Discusses consumer & program issues w/ mgmt & family	44.2	41.9	14.0			1.7	1.8	1.6	1.31		86.1	5	21	43
7	Manages their own stress	54.5	27.3	11.4	4.5	2.3	1.7	1.9	1.6	0.98		81.8	5	24	44
8	Coordinates & facilitates staff meetings	43.2	38.6	15.9		2.3	1.8	2.0	1.5	4.12 *		81.8	5	12	44
9	Provides needed disciplinary action & training	38.6	45.5	13.6		2.3	1.8	2.0	1.6	2.31		84.1	5	11	44
10	Works with support staff on procedures & tasks	40.9	31.8	22.7		4.5	2.0	2.2	1.7	3.28		72.7	5	16	44
11	Delegates tasks for special events & activities	25.0	50.0	20.5	2.3	2.3	2.1	2.3	1.9	2.42		75.0	5	22	44
12	Completes staff performance reviews	22.7	50.0	25.0		2.3	2.1	2.3	1.9	3.36		72.7	5	8	44
13	Communicates with supervisors across shifts	36.4	31.8	20.5	2.3	9.1	2.2	2.2	2.1	0.11		68.2	5	15	44
14	Schedules interviews with potential new staff	34.9	32.6	18.6	9.3	4.7	2.2	2.2	2.1	0.14		67.5	5	2	43
15	Participates in agency mgmt & cross group mtgs	32.6	23.3	37.2	4.7	2.3	2.2	2.2	2.2	0.01		55.9	5	20	43
16	Monitors turnover & staff satisfaction to imp practices	25.0	43.2	13.6	11.4	6.8	2.3	2.5	2.1	0.89		68.2	5	26	44
17	Plans celebrations for staff	20.5	38.6	29.5	4.5	6.8	2.4	2.7	2.0	4.23 *		59.1	5	13	44
18	Completes paperwork for changes in staff status	25.6	41.9	14.0	2.3	16.3	2.4	2.6	2.2	0.73		67.5	5	6	43
19	Follows up on staff injury reports	31.8	31.8	15.9		20.5	2.5	2.7	2.2	1.31		63.6	5	7	44
20	Seeks input from other staff on hiring decisions	21.4	38.1	21.4	7.1	11.9	2.5	2.5	2.5	0.00		59.5	5	3	42
21	Arranges new staff physicals & limitation assessments	31.7	29.3	17.1		22.0	2.5	2.8	2.2	1.45		61.0	5	5	41
22	Recruits new DSPs	26.2	28.6	21.4	14.3	9.5	2.5	2.5	2.5	0.01		54.8	5	1	42
23	Completes salary reviews & makes recommendations	15.9	31.8	31.8	9.1	11.4	2.7	2.7	2.7	0.01		47.7	5	9	44
24	Performs criminal background & driver license checks	39.0	19.5	4.9		36.6	2.8	2.7	2.8	0.04		58.5	5	4	41
25	Develops & modifies job descriptions	11.6	18.6	37.2	9.3	23.3	3.1	3.2	3.0	0.20		30.2	5	14	43
26	Monitors labor contracts & grievances	7.3	9.8	22.0	17.1	43.9	3.8	4.0	3.6	0.96		17.1	5	19	41

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

Competency Area 5: Personnel Management - Top Three Training Needs								
Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Arranges new staff physicals & limitation assessments	43.5%	23.8%	34.1%	1.89		5	5
2	Provides needed disciplinary action & training	47.8%	14.3%	31.8%	6.24 *		5	11
3	Completes staff performance reviews	34.8%	23.8%	29.5%	0.61		5	8
4	Provides coaching & feedback to staff	26.1%	19.0%	22.7%	0.30		5	10
5	Monitors turnover & staff satisfaction to imp practices	30.4%	9.5%	20.5%	3.02		5	26
6	Prioitizes tasks & responsibilities	13.0%	23.8%	18.2%	0.83		5	23
7	Recruits new DSPs	13.0%	19.0%	15.9%	0.28		5	1
8	Schedules interivews with potential new staff	8.7%	23.8%	15.9%	1.87		5	2
9	Conducts debriefing sessions following crises	13.0%	14.3%	13.6%	0.01		5	18
10	Coordinates & facilitates staff meetings	13.0%	14.3%	13.6%	0.01		5	12
11	Delegates tasks for special events & activities	8.7%	14.3%	11.4%	0.33		5	22
12	Seeks input from other staff on hiring decisions	4.3%	19.0%	11.4%	2.38		5	3
13	Performs criminal background & driver license checks	4.3%	14.3%	9.1%	1.29		5	4
14	Manages their own stress	4.3%	14.3%	9.1%	1.29		5	24
15	Plans celebrations for staff	0.0%	14.3%	6.8%	3.66		5	13
16	Monitors labor contracts & grievances	8.7%	0.0%	4.5%	1.91		5	19
17	Follows up on staff injury reports	8.7%	0.0%	4.5%	1.91		5	7
18	Responds to staff questions & on-call crises	4.3%	4.8%	4.5%	0.00		5	17
19	Safeguards & respects indiv. confidentiality & privacy	0.0%	9.5%	4.5%	2.31		5	25
20	Communicates with supervisors across shifts	4.3%	0.0%	2.3%	0.91		5	15
21	Works with support staff on procedures & tasks	4.3%	0.0%	2.3%	0.91		5	16
22	Participates in agency mgmt & cross group mtgs	0.0%	4.8%	2.3%	1.10		5	20
23	Discusses consumer & program issues w/ mgmt & family	4.3%	0.0%	2.3%	0.91		5	21
24	Completes paperwork for changes in staff status	0.0%	0.0%	0.0%			5	6
25	Completes salary reviews & makes recommendations	0.0%	0.0%	0.0%			5	9
26	Develops & modifies job descriptions	0.0%	0.0%	0.0%			5	14

\* p<.05, \*\* p<.01

**Competency Area 6: Leading Training & Staff Development Activities - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Provides training in indiv needs & rules & regs	79.1	18.6	2.3		2.8	2.7	2.8	0.17		2.3	6	6	43
2	Conducts formal & informal training with new staff	69.8	20.9	9.3		2.6	2.6	2.6	0.00		9.3	6	5	43
3	Solicits feedback on training needs	53.5	44.2		2.3	2.5	2.4	2.7	2.54		2.3	6	3	43
3	Shares resources & info on new issues & interventions	53.5	41.9	4.7		2.5	2.4	2.6	0.40		4.7	6	4	43
5	Schedules & doc staff participation in training & dev	51.2	39.5	9.3		2.4	2.4	2.4	0.03		9.3	6	2	43
6	Attend & participate in continuing ed & development	48.8	41.9	9.3		2.4	2.4	2.4	0.00		9.3	6	1	43
7	Ids potential trainers & resources for DSPs	27.9	53.5	11.6	7.0	2.0	1.8	2.3	2.91		18.6	6	8	43
8	Supports staff in learning computer use for work	9.3	34.9	34.9	20.9	1.3	1.5	1.2	1.38		55.8	6	7	43

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 6: Leading Training & Staff Development Activities - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Provides training in indiv needs & rules & regs	46.5	37.2	11.6	4.7		1.7	1.8	1.7	0.10		83.7	6	6	43
2	Conducts formal & informal training with new staff	34.9	44.2	14.0	7.0		1.9	2.0	1.9	0.30		79.1	6	5	43
3	Shares resources & info on new issues & interventions	27.9	48.4	14.0	9.3		2.0	2.2	1.9	0.99		76.3	6	4	43
4	Schedules & doc staff participation in training & dev	22.0	58.5	14.6	2.4	2.4	2.0	2.1	2.0	0.12		80.5	6	2	41
5	Attend & participate in continuing ed & development	20.9	39.5	32.6	7.0		2.3	2.2	2.4	0.43		60.4	6	1	43
6	Solicits feedback on training needs	19.0	38.1	33.3	7.1	2.4	2.4	2.6	2.1	2.48		57.1	6	3	42
7	IDs potential trainers & resources for DSPs	7.5	30.0	47.5	15.0		2.7	2.7	2.7	0.07		37.5	6	8	40
8	Supports staff in learning computer use for work	4.8	14.3	31.0	14.3	35.7	3.6	3.5	3.8	0.80		19.1	6	7	42

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

<b>Competency Area 6: Leading Training &amp; Staff Development Activities - Top Three Training Needs</b>							
<b>Ntl. Rank</b>	<b>Competency</b>	<b>Admin</b>	<b>FLS</b>	<b>Total</b>	<b>F</b>	<b>Sig.</b>	<b>Area Item</b>
1	Provides training in indiv needs & rules & regs	52.2%	65.0%	58.1%	0.70		6 6
2	Solicits feedback on training needs	43.5%	55.0%	48.8%	0.55		6 3
3	Schedules & doc staff participation in training & dev	52.2%	45.0%	48.8%	0.21		6 2
4	Conducts formal & informal training with new staff	39.1%	35.0%	37.2%	0.07		6 5
5	IDs potential trainers & resources for DSPs	30.4%	20.0%	25.6%	0.59		6 8
6	Supports staff in learning computer use for work	30.4%	10.0%	20.9%	2.75		6 7
7	Attend & participate in continuing ed & development	17.4%	25.0%	20.9%	0.36		6 1
8	Shares resources & info on new issues & interventions	13.0%	30.0%	20.9%	1.85		6 4

\* p<.05, \*\* p<.01

**Competency Area 7: Promoting Public Relations - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS							
1	Maintain relationships with community vendors, etc	56.8	29.5	9.1	4.5	2.4	2.3	2.5	1.07		13.6	7	5	44	
2	Collaborate & network with other community agencies	29.5	59.1	9.1	2.3	2.2	2.1	2.2	0.08		11.4	7	4	44	
3	Educate community on developmental disabilities	34.1	40.9	25.0		2.1	2.0	2.2	1.48		25.0	7	1	44	
4	Invite community members to learn more on DD	20.5	43.2	27.3	9.1	1.8	1.8	1.7	0.35		36.4	7	2	44	
5	Recruit & mentor community volunteers	13.6	50.0	18.2	18.2	1.6	1.7	1.5	0.20		36.4	7	3	44	
6	Assist in development of promotional materials	7.0	41.9	27.9	23.3	1.3	1.2	1.4	0.51		51.2	7	6	43	

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 7: Promoting Public Relations - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Maintain relationships with community vendors, etc	27.3	38.6	18.2	9.1	6.8	2.3	2.3	2.2	0.09	65.9	7	5	44	
2	Collaborate & network with other community agencies	9.1	29.5	31.8	25.0	4.5	2.9	2.9	2.9	0.00	38.6	7	4	44	
3	Educate community on developmental disabilities	13.6	18.2	38.6	25.0	4.5	2.9	3.1	2.6	2.54	31.8	7	1	44	
4	Invite community members to learn more on DD	2.3	14.0	41.9	32.6	9.3	3.3	3.3	3.4	0.15	16.3	7	2	43	
5	Recruit & mentor community volunteers	2.3	16.3	39.5	23.3	18.6	3.4	3.5	3.3	0.44	18.6	7	3	43	
6	Assist in development of promotional materials	4.9	12.2	26.8	36.6	19.5	3.5	3.4	3.7	1.13	17.1	7	6	41	

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 7: Promoting Public Relations - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Educate community on developmental disabilities	59.1%	66.7%	62.8%	0.25		7	1
2	Recruit & mentor community volunteers	63.6%	42.9%	53.5%	1.86		7	3
3	Collaborate & network with other community agencies	54.5%	42.9%	48.8%	0.57		7	4
4	Invite community members to learn more on DD	40.9%	33.3%	37.2%	0.25		7	2
5	Maintain relationships with community vendors, etc	22.7%	42.9%	32.6%	1.98		7	5
6	Assist in development of promotional materials	22.7%	19.0%	20.9%	0.08		7	6

\* p<.05, \*\* p<.01

**Competency Area 8: Maintenance - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Maintains safe environment by arranging HH services	76.7	11.6	9.3	2.3	2.6	2.7	2.6	0.39		11.6	8	4	43
2	Delegates staff to perform HH routine maintenance	52.4	42.9	4.8		2.5	2.5	2.5	0.07		4.8	8	6	42
3	Ensures basic HH tasks are completed	23.3	67.4	9.3		2.1	2.1	2.2	0.01		9.3	8	5	43
4	Monitors & schedules HH repair & maintenance	34.9	37.2	20.9	7.0	2.0	2.0	2.1	0.11		27.9	8	1	43
5	Arranges payments for maintenance	18.6	58.1	9.3	14.0	1.8	1.7	2.0	0.84		23.3	8	3	43
6	Gets bids for maintenance & consults as needed	16.3	46.5	20.9	16.3	1.6	1.6	1.7	0.21		37.2	8	2	43

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 8: Maintenance - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Maintains safe environment by arranging services	63.4	26.8	7.3	2.4		1.5	1.5	1.5	0.09		90.2	8	4	41
2	Delegates staff to perform HH routine maintenance	51.2	39.0	9.8			1.6	1.6	1.6	0.11		90.2	8	6	41
3	Ensures basic HH tasks are completed	42.9	47.6	7.1	2.4		1.7	1.7	1.7	0.12		90.5	8	5	42
5	Monitors & schedules HH repair & maintenance	34.1	43.9	9.8	7.3	4.9	2.0	2.2	1.9	0.68		78.0	8	1	41
4	Arranges payments for maintenance	17.1	51.2	14.6	2.4	14.6	2.5	2.8	2.1	4.14 *		68.3	8	3	41
6	Gets bids for maintenance & consults as needed	12.2	48.4	19.5	7.3	12.2	2.6	3.0	2.1	5.78 *		60.6	8	2	41

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 8: Maintenance - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Ensures basic HH tasks are completed	66.7%	78.9%	72.5%	0.73		8	5
2	Monitors & schedules HH repair & maintenance	61.9%	68.4%	65.0%	0.18		8	1
3	Delegates staff to perform HH routine maintenance	47.6%	52.6%	50.0%	0.10		8	6
4	Maintains safe environment by arranging services	42.9%	52.6%	47.5%	0.37		8	4
5	Gets bids for maintenance & consults as needed	9.5%	15.8%	12.5%	0.34		8	2
6	Arranges payments for maintenance	4.8%	5.3%	5.0%	0.01		8	3

\* p<.05, \*\* p<.01

**Competency Area 9: Health & Safety - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Ensures DSPs admin meds as prescribed	87.5	12.5			2.9	2.8	3.0	5.64	*	0.0	9	14	37
2	Monitors for med errors	85.0	12.5	2.5		2.8	2.7	3.0	2.85		2.5	9	9	38
3	Monitors & addresses individ health related concerns	85.0	12.5		2.5	2.8	2.8	2.8	0.01		2.5	9	3	38
4	Monitors safety issues in physical environment	76.9	23.1			2.8	2.8	2.7	0.21		0.0	9	1	38
5	Ensures infection control procedures are followed	72.5	25.0		2.5	2.7	2.6	2.7	0.36		2.5	9	2	38
6	Provides first aid & emergency care as needed	70.0	25.0	5.0		2.7	2.5	2.8	4.31	*	5.0	9	10	38
7	Schedules fire & emergency drills	67.5	30.0	2.5		2.7	2.6	2.7	0.96		2.5	9	12	38
8	Ensures that indiv & family understand med treatments	70.0	25.0	2.5	2.5	2.6	2.4	2.9	6.79	*	5.0	9	17	38
9	Ensures routine dental & medical appts are kept	75.0	12.5	7.5	5.0	2.6	2.4	2.7	1.34		12.5	9	4	38
10	Dcouments new meds	70.0	20.0	7.5	2.5	2.6	2.5	2.6	0.20		10.0	9	8	38
11	Educates & offers consumers health care choices	67.5	25.0	5.0	2.5	2.6	2.4	2.8	3.49		7.5	9	16	38
12	Documents doctors orders & follows up with staff	72.5	15.0	7.5	5.0	2.6	2.5	2.6	0.33		12.5	9	7	38
13	Monitors ill persons & reports on status	62.5	30.0	5.0	2.5	2.5	2.4	2.7	1.83		7.5	9	13	38
14	Completes forms for psychotropic meds	60.0	30.0	7.5	2.5	2.5	2.3	2.6	1.60		10.0	9	5	38
15	Obtains consent from guardian for med treatments	65.0	20.0	5.0	10.0	2.4	2.1	2.7	4.66	*	15.0	9	15	38
16	Discuss & review menus with dieticians	40.0	52.5	5.0	2.5	2.3	2.1	2.5	4.26	*	7.5	9	18	38
17	Orders med supplies & arranges for med deliveries	45.0	37.5	10.0	7.5	2.2	1.9	2.6	7.26	**	17.5	9	11	38
18	Locates med services that take Medical Assistance	40.0	35.0	10.0	15.0	2.0	1.7	2.3	3.40		25.0	9	6	38

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 9: Health & Safety - When need to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Ensures DSPs admin meds as prescribed	68.4	23.7	7.9			1.4	1.5	1.2	1.97		92.1	9	14	38
2	Monitors safety issues in physical environment	59.5	32.4	8.1			1.5	1.5	1.5	0.02		91.9	9	1	37
3	Monitors for med errors	60.5	28.9	10.5			1.5	1.6	1.4	0.50		89.4	9	9	38
4	Monitors ill persons & reports on status	57.9	34.2	7.9			1.5	1.6	1.4	1.61		92.1	9	13	38
5	Monitors & addresses individ health related concerns	55.3	34.2	10.5			1.6	1.7	1.4	2.73		89.5	9	3	38
6	Provides first aid & emergency care as needed	55.3	34.2	10.5			1.6	1.7	1.4	2.73		89.5	9	10	38
7	Dcouments new meds	56.8	32.4	8.1		2.7	1.6	1.7	1.5	0.33		89.2	9	8	37
8	Ensures infection control procedures are followed	50.0	39.5	10.5			1.6	1.6	1.6	0.02		89.5	9	2	38
9	Documents doctors orders & follows up with staff	57.9	28.9	7.9		5.3	1.7	1.8	1.5	0.48		86.8	9	7	38
10	Schedules fire & emergency drills	42.1	42.1	15.8			1.7	1.7	1.8	0.04		84.2	9	12	38
11	Ensures that indiv & family understand med treatments	44.7	39.5	13.2		2.6	1.8	2.0	1.5	3.61		84.2	9	17	38
12	Ensures routine dental & medical appts are kept	47.4	36.8	10.5		5.3	1.8	2.0	1.5	2.07		84.2	9	4	38
13	Educates & offers consumers health care choices	39.5	42.1	13.2	2.6	2.6	1.9	2.1	1.6	2.90		81.6	9	16	38
14	Obtains consent from guardian for med treatments	52.6	26.3	10.5	2.6	7.9	1.9	2.3	1.4	6.37 *		78.9	9	15	38
15	Completes forms for psychotropic meds	42.1	34.2	15.8		7.9	2.0	2.1	1.8	0.52		76.3	9	5	38
16	Discuss & review menus with dieticians	28.9	50.0	13.2	5.3	2.6	2.0	2.1	1.9	0.71		78.9	9	18	38
17	Orders med supplies & arranges for med deliveries	28.9	52.6	10.5	2.6	5.3	2.0	2.4	1.5	9.31 ***		81.5	9	11	38
18	Locates med services that take medical asst	23.7	34.2	21.1	2.6	18.4	2.6	3.0	2.1	3.64		57.9	9	6	38

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

Competency Area 9: Health & Safety - Top Three Training Needs								
Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Educates & offers consumers health care choices	38.1%	38.9%	38.5%	0.00		9	16
2	Monitors safety issues in physical environment	33.3%	38.9%	35.9%	0.12		9	1
3	Monitors & addresses individ health related concerns	47.6%	11.1%	30.8%	6.81 *		9	3
4	Ensures that indiv & family understand med treatments	23.8%	27.8%	25.6%	0.08		9	17
5	Ensures routine dental & medical appts are kept	9.5%	38.9%	23.1%	5.08 *		9	4
6	Monitors ill persons & reports on status	23.8%	22.2%	23.1%	0.01		9	13
7	Ensures DSPs admin meds as prescribed	23.8%	16.7%	20.5%	0.29		9	14
8	Monitors for med errors	19.0%	11.1%	15.4%	0.45		9	9
9	Ensures infection control procedures are followed	23.8%	5.6%	15.4%	2.51		9	2
10	Schedules fire & emergency drills	9.5%	16.7%	12.8%	0.42		9	12
11	Discuss & review menus with dieticians	9.5%	16.7%	12.8%	0.42		9	18
12	Provides first aid & emergency care as needed	9.5%	11.1%	10.3%	0.03		9	10
13	Documents doctors orders & follows up with staff	4.8%	0.0%	2.6%	0.85		9	7
14	Dcouments new meds	4.8%	0.0%	2.6%	0.85		9	8
15	Locates med services that take medical asst	0.0%	5.6%	2.6%	1.17		9	6
16	Completes forms for psychotropic meds	4.8%	0.0%	2.6%	0.85		9	5
17	Orders med supplies & arranges for med deliveries	0.0%	0.0%	0.0%			9	11
18	Obtains consent from guardian for med treatments	0.0%	0.0%	0.0%			9	15

\* p<.05, \*\* p<.01

**Competency Area 10: Financial Activities - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Assists DSPs with consumer bank transactions	77.3	20.5		2.3	2.7	2.7	2.8	0.14		2.3	10	1	44
2	Ensure consumer bills are paid promptly	79.5	11.4	2.3	6.8	2.6	2.4	2.9	2.91		9.1	10	4	44
3	Manages & budgets petty cash	70.5	20.5	2.3	6.8	2.6	2.3	2.9	6.07	*	9.1	10	5	44
4	Ensures consumer entitlements are current	65.1	4.7	7.0	23.3	2.1	2.1	2.2	0.13		30.3	10	8	43
5	Monitor & pay HH bills	56.8	15.9	6.8	20.5	2.1	1.9	2.3	1.62		27.3	10	3	44
6	Completes & approves staff expense requests	46.5	32.6	2.3	18.6	2.1	1.9	2.3	1.54		20.9	10	6	43
7	Prepare & review budget reports	32.6	39.5	4.7	23.3	1.8	1.9	1.8	0.08		28.0	10	2	43
8	Completes agency asset & depreciation inventories	25.6	18.6	16.3	39.5	1.3	1.3	1.3	0.01		55.8	10	9	43
9	Assists in establishing new per diem rates	23.3	18.6	9.3	48.8	1.2	0.8	1.6	4.61	*	58.1	10	7	43

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 10: Financial Activities - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin						
1	Assists DSPs with consumer bank transactions	36.4	54.5	2.3	4.5	2.3	1.8	1.8	1.8	0.00	90.9	10	1	44
2	Manages & budgets petty cash	39.5	46.5	7.0	2.3	4.7	1.9	2.1	1.6	3.73	86.0	10	5	43
3	Ensure consumer bills are paid promptly	34.1	50.0	4.5	4.5	6.8	2.0	2.3	1.7	2.83	84.1	10	4	44
4	Monitor & pay HH bills	26.8	46.3	4.9	7.3	14.6	2.4	2.5	2.2	0.38	73.1	10	3	42
5	Completes & approves staff expense requests	25.6	46.5	7.0	2.3	18.6	2.4	2.7	2.1	1.61	72.1	10	6	43
6	Ensures consumer entitlements are current	30.2	30.2	11.6	2.3	25.6	2.6	2.9	2.4	1.01	60.4	10	8	43
7	Prepare & review budget reports	7.0	39.5	20.9	9.3	23.2	3.0	3.0	3.1	0.12	46.5	10	2	43
8	Completes agency asset & depreciation inventories	11.6	16.3	14.0	18.6	39.5	3.6	3.5	3.6	0.03	27.9	10	9	43
9	Assists in establishing new per diem rates	12.5	15.0	12.5	15.0	45.0	3.7	3.9	3.4	1.45	27.5	10	7	40

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

Competency Area 10: Financial Activities - Top Three Training Needs								
Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Ensures consumer entitlements are current	36.4%	50.0%	42.9%	0.77		10	8
2	Assists DSPs with consumer bank transactions	45.5%	30.0%	38.1%	1.04		10	1
3	Manages & budgets petty cash	50.0%	20.0%	35.7%	4.33 *		10	5
4	Prepare & review budget reports	36.4%	30.0%	33.3%	0.18		10	2
5	Completes agency asset & depreciation inventories	31.8%	20.0%	26.2%	0.73		10	9
6	Ensure consumer bills are paid promptly	22.7%	30.0%	26.2%	0.27		10	4
7	Assists in establishing new per diem rates	13.6%	25.0%	19.0%	0.85		10	7
8	Monitor & pay HH bills	9.1%	30.0%	19.0%	3.04		10	3
9	Completes & approves staff expense requests	4.5%	5.0%	4.8%	0.00		10	6

\* p<.05, \*\* p<.01

**Competency Area 11: Scheduling and Payroll - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS	F						
1	Secures staff to fill-in when vacancies occur	85.0	12.5	2.5		2.8	2.7	3.0	2.85			2.5	11	4	40
2	Develops staff schedules	77.5	20.0		2.5	2.7	2.7	2.8	0.41			2.5	11	1	40
3	Approves staff leave	52.5	42.5	5.0		2.5	2.4	2.6	1.09			5.0	11	3	40
4	Solicits and approves staff time cards	55.0	40.0	2.5	2.5	2.5	2.5	2.5	0.00			5.0	11	2	40

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 11: Scheduling and Payroll - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Approves staff leave	53.8	35.9	7.7	2.6		1.6	1.8	1.4	2.48		89.7	11	3	39
2	Develops staff schedules	44.7	44.7	7.9	2.6		1.7	1.8	1.5	1.36		89.4	11	1	39
3	Solicits and approves staff time cards	38.5	53.8	5.1	2.6		1.7	1.9	1.5	3.60		92.3	11	2	38
4	Secures staff to fill-in when vacancies occur	43.6	41.0	10.3	2.6	2.6	1.8	2.0	1.5	3.65		84.6	11	4	39

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 11: Scheduling and Payroll - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Approves staff leave	90.5%	84.6%	88.2%	0.25		11	4
2	Secures staff to fill-in when vacancies occur	71.4%	92.3%	79.4%	2.15		11	1
3	Develops staff schedules	42.9%	15.4%	32.4%	2.84		11	2
4	Solicits and approves staff time cards	33.3%	30.8%	32.4%	0.02		11	3

\* p<.05, \*\* p<.01

**Competency Area 12: Coordinating Vocational Supports - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS	F					
1	Oversee indiv in creating workload & schedule	45.0	35.0	10.0	10.0	2.2	2.1	2.2	0.14		20.0	12	3	40
2	Ensures Dept of Labor standards are met for indiv	55.0	17.5	12.5	15.0	2.1	2.2	2.0	0.43		27.5	12	5	40
3	Oversee training of individuals on how to complete jobs	45.0	32.5	10.0	12.5	2.1	2.1	2.1	0.07		22.5	12	2	40
4	Provide quality assurance checks for completed work	45.0	27.5	12.5	15.0	2.0	2.0	2.1	0.19		27.5	12	4	40
5	Develops new jobs & procures work for individuals	37.5	30.0	15.0	17.5	1.9	1.9	1.9	0.01		32.5	12	1	40

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 12: Coordinating Vocational Supports - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup					
1	Ensures Dept of Labor standards are met for indiv	34.2	34.2	13.2	5.3	13.2	2.3	2.2	2.4	0.18	68.4	12	5	38
2	Oversee training of individuals on how to complete jobs	21.6	48.6	16.2	2.7	10.8	2.3	2.3	2.4	0.17	70.2	12	2	37
3	Oversee indiv in creating workload & schedule	23.7	44.7	18.4		13.2	2.3	2.5	2.2	0.32	68.4	12	3	38
4	Provide quality assurance checks for completed work	21.1	52.6	10.5	2.6	13.2	2.3	2.5	2.2	0.68	73.7	12	4	38
5	Develops new jobs & procures work for individuals	16.2	43.2	18.9	8.1	13.5	2.6	2.7	2.5	0.08	59.4	12	1	37

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 12: Coordinating Vocational Supports - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Develops new jobs & procures work for individuals	78.6%	71.4%	75.0%	0.18		12	1
2	Ensures Dept of Labor standards are met for indiv	57.1%	50.0%	53.6%	0.13		12	5
3	Oversee training of individuals on how to complete jobs	42.9%	42.9%	42.9%	0.00		12	2
4	Oversee indiv in creating workload & schedule	57.1%	21.4%	39.3%	4.01		12	3
5	Provide quality assurance checks for completed work	35.7%	35.7%	35.7%	0.00		12	4

\* p<.05, \*\* p<.01

**Competency Area 13: Coordinating Policies, Procedures & Rule Compliance - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean				Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS	F					
1	Ensures compliance with state & agency rules & regs	81.4	16.3	2.3		2.8	2.7	2.9	2.11		2.3	13	4	43
2	Has current info & knowledge on rules & regs	76.7	23.3			2.8	2.6	3.0	7.95	**	0.0	13	2	43
3	Completes vulnerable adult investigations	86.0	7.0		7.0	2.7	2.6	2.9	0.98		7.0	13	1	43
4	Participates in licensing & quality reviews & audits	74.4	23.3		2.3	2.7	2.7	2.7	0.00		2.3	13	5	43
5	Solicits input of indiv in developing agency policies	46.5	32.6	11.6	9.3	2.2	2.0	2.3	0.74		20.9	13	6	43
6	Writes, reviews & updates agencies policies & procedures	44.2	25.6	14.0	16.3	2.0	1.7	2.4	4.47	*	30.3	13	3	43

\* p<.05, \*\* p<.01  
3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 13: Coordinating Policies, Procedures & Rule Compliance - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			Sig.	% Need Skill w/in 90 days	Area	Item	N	
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						F
1	Ensures compliance with state & agency rules & regs	30.2	48.8	20.9			1.9	2.1	1.7	3.28		79.0	13	4	43
2	Has current info & knowledge on rules & regs	28.6	47.6	23.8			2.0	2.1	1.8	3.08		76.2	13	2	42
3	Participates in licensing & quality reviews & audits	26.2	42.9	26.2	4.8		2.1	2.1	2.1	0.09		69.1	13	5	42
4	Completes vulnerable adult investigations	36.6	31.7	22.0	2.4	7.3	2.1	2.5	1.7	4.17	*	68.3	13	1	41
5	Solicits input of indiv in developing agency policies	19.0	26.2	28.6	16.7	9.5	2.7	3.0	2.4	2.00		45.2	13	6	42
6	Writes, reviews & updates agencies policies & proc	7.3	29.3	26.8	22.0	14.6	3.1	3.5	2.6	7.01	*	36.6	13	3	41

\* p<.05, \*\* p<.01  
1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 13: Coordinating Policies, Procedures & Rule Compliance - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Ensures compliance with state & agency rules & regs	68.2%	65.0%	66.7%	0.05		13	4
2	Has current info & knowledge on rules & regs	45.5%	75.0%	59.5%	3.97		13	2
3	Participates in licensing & quality reviews & audits	63.6%	40.0%	52.4%	2.37		13	5
4	Completes vulnerable adult investigations	27.3%	40.0%	33.3%	0.74		13	1
5	Solicits input of indiv in developing agency policies	36.4%	20.0%	28.6%	1.35		13	6
6	Writes, reviews & updates agencies policies & proc	13.6%	40.0%	26.2%	3.94		13	3

\* p<.05, \*\* p<.01

**Competency Area 14: Office Work - Importance for Supervisors**

Ntl. Rank	Competency Statement	Overall Percent				Mean			F	Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS						
1	Monitor & respond to messages on answering machine	66.7	26.2	4.8	2.4	2.6	2.6	2.5	0.39		7.2	14	2	42
2	Answers phone & promptly returns calls	58.1	32.6	4.7	4.7	2.4	2.6	2.3	1.19		9.4	14	1	43
3	Write concise memos & reports	46.5	44.2	7.0	2.3	2.4	2.3	2.4	0.19		9.3	14	4	43
4	Read & promptly respond to email & mail	48.8	39.5	7.0	4.7	2.3	2.6	2.1	4.73 *		11.7	14	3	43
5	Effectively completes office tasks	25.6	46.5	23.3	4.7	1.9	1.8	2.1	0.78		28.0	14	6	43
6	Use computer for word processing & data mgmt	27.9	39.5	20.9	11.6	1.8	1.8	1.9	0.01		32.5	14	5	43

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 14: Office Work - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Monitor & respond to messages on answering machine	81.0	11.9	7.1			1.3	1.3	1.2	0.26		92.9	14	2	42
2	Read & promptly respond to email & mail	65.9	26.8	7.3			1.4	1.4	1.4	0.07		92.7	14	3	41
3	Write concise memos & reports	61.9	31.0	7.1			1.5	1.7	1.2	5.65 *		92.9	14	4	42
4	Answers phone & promptly returns calls	4.8	73.8	14.3	7.1		1.5	1.6	1.4	0.40		78.6	14	1	42
5	Effectively completes office tasks	50.0	38.1	9.5		2.4	1.7	1.9	1.4	3.07		88.1	14	6	42
6	Use computer for word processing & data mgmt	34.1	26.8	24.4	2.4	12.2	2.3	2.7	1.8	4.77 *		60.9	14	5	41

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Competency Area 14: Office Work - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Monitor & respond to messages on answering machine	47.6%	57.9%	52.5%	0.41		14	2
2	Answers phone & promptly returns calls	38.1%	63.2%	50.0%	2.54		14	1
3	Use computer for word processing & data mgmt	47.6%	42.1%	45.0%	0.12		14	5
4	Write concise memos & reports	47.6%	31.6%	40.0%	1.04		14	4
5	Read & promptly respond to email & mail	23.8%	31.6%	27.5%	0.29		14	3
6	Effectively completes office tasks	4.8%	31.6%	17.5%	5.39 *		14	6

\* p<.05, \*\* p<.01

**Code of Ethics - Importance for Direct Support Professionals from the FLS surveys**

Ntl. Rank	Competency Statement	Overall Percent					Mean				Sig.	% Not or Minimally Relevant	Area	Item	N
		Critical	Important	Useful	N/A	Total	Admin	FLS	F						
1	Respect	96.8	2.4	0.8		3.0	2.9	3.0	1.15		0.8	CE	6	125	
2	Confidentiality	95.2	4.0	0.8		2.9	2.9	3.0	5.31 *		0.8	CE	4	126	
3	Promoting Physical and Emotional Well Being	95.2	4.0	0.8		2.9	2.9	3.0	0.05		0.8	CE	2	126	
4	Integrity & Responsibility	94.4	4.8	0.8		2.9	3.0	2.9	0.63		0.8	CE	3	125	
5	Person Centered Supports	91.3	7.9	0.8		2.9	2.9	2.9	0.51		0.8	CE	1	126	
6	Justice, Fairness, & Equity	88.0	10.4	0.8	0.8	2.9	2.9	2.8	0.31		1.6	CE	5	125	
7	Relationships	82.5	15.1	2.4		2.8	2.8	2.8	0.00		2.4	CE	7	126	
8	Self-Determination	81.0	18.3	0.8		2.8	2.8	2.9	1.53		0.8	CE	8	126	
9	Advocacy	77.0	20.6	2.4		2.7	2.7	2.8	3.73		2.4	CE	9	126	

\* p<.05, \*\* p<.01

3 = Critical, 2 = Important, 1 = Useful, 0=Not Applicable

**Competency Area 14: Code of Ethics - Timing to do skill well**

Ntl. Rank	Competency Statement	Overall Percent					Mean			F	Sig.	% Need Skill w/in 90 days	Area	Item	N
		At Hire	90 days	1st year	After 1 yr	N/A	Total	Admin	Sup						
1	Confidentiality	82.4	15.2	2.4			1.2	1.3	1.1	5.33		97.6	CE	4	125
2	Respect	78.9	18.7	2.4			1.2	1.3	1.2	0.51		97.6	CE	6	123
3	Justice, Fairness, & Equity	71.8	21.0	6.5		0.8	1.4	1.4	1.4	0.05		92.7	CE	5	124
4	Promoting Physical and Emotional Well Being	59.7	35.5	4.8			1.5	1.5	1.4	0.25		95.2	CE	2	124
5	Integrity & Responsibility	61.5	28.7	9.8			1.5	1.5	1.5	0.28		90.2	CE	3	122
6	Person Centered Supports	50.0	40.3	9.7			1.6	1.7	1.5	2.02		90.3	CE	1	124
7	Self-Determination	42.7	43.5	12.1	1.6		1.7	1.8	1.6	1.39		86.3	CE	8	124
8	Advocacy	45.2	38.7	13.7	2.4		1.7	1.8	1.7	0.09		83.9	CE	9	124
9	Relationships	40.0	44.0	14.4	1.6		1.8	1.8	1.8	0.03		84.0	CE	7	125

\* p<.05, \*\* p<.01

1 = At hire, 2 = First 90 days, 3 = 1st year, 4 = After first year, 5 = N/A Never

**Code of Ethics - Top Three Training Needs**

Ntl. Rank	Competency	Admin	FLS	Total	F	Sig.	Area	Item
1	Person Centered Supports	53.0%	41.4%	47.6%	1.68		CE	1
2	Respect	37.9%	37.9%	37.9%	0.00		CE	6
3	Promoting Physical and Emotional Well Being	34.8%	39.7%	37.1%	0.30		CE	2
4	Integrity & Responsibility	31.8%	36.2%	33.9%	0.26		CE	3
5	Confidentiality	27.3%	36.2%	31.5%	1.13		CE	4
6	Self-Determination	28.8%	29.3%	29.0%	0.00		CE	8
7	Advocacy	24.2%	22.4%	23.4%	0.06		CE	9
8	Relationships	30.3%	15.5%	23.4%	3.82		CE	7
9	Justice, Fairness, & Equity	22.7%	17.2%	20.2%	0.57		CE	5

\* p<.05, \*\* p<.01