

Five Critical Functions of Supervision: A Framework for Supervisor Self-Reflection and Practice

ADMINISTRATIVE	SUPPORTIVE	EDUCATIVE	ADVOCATIVE	EVALUATIVE
Hire staff who meet job qualifications	Build rapport by providing constructive feedback	Explain the big picture; provide context and value of specific role in supporting the mission	Foster good morale and a respectful work environment	Communicate and manage expectations with respect to job performance
Orient staff to organizational structure	Inspire excellence and promote wellness and self-care	Coach staff on methods for engaging and educating participants	Strengthen awareness of specific types of engagement by promoting their value	Conduct performance evaluations
Help staff understand practices, policies, and procedures	Utilize strengths-based and trauma-informed approaches to help staff problem-solve	Offer relevant training and conference attendance opportunities	Negotiate work accommodations when appropriate	Address areas needing improvement; progressive discipline

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