Competency Benchmarks Document

Foundational Competencies

Professionalism: Professional values and ethics as evidenced in behavior and comportment that reflects the

| values and ethics of psychology, in | tegrity, and responsibility. | · |
|---|--|---|
| | Developmental Level | |
| | esponsibility and adherence to profe | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Understanding of professional values; honesty, personal responsibility | Essential Component: Work as psychologist-in-training infused with adherence to professional values. Recognizes situations that challenge adherence to professional values | Essential Component: Continually monitors and independently resolves situations that challenge professional values and integrity |
| Behavioral Anchor: Demonstrates honesty, even in difficult situations Takes responsibility for own actions Displays basic understanding of core professional values Demonstrates ethical behavior & basic knowledge of APA Ethical Principles & Code of Conduct: see below: Foundational Competency: Ethical-legal standards-policy | Behavioral Anchor: Demonstrates knowledge of professional values Demonstrates adherence to professional values Identifies situations that challenge professional values, and seeks faculty/supervisor guidance as needed. Demonstrates ability to share, discuss and address failures and lapses in adherence to professional values with supervisors/faculty as appropriate | Behavioral Anchor: Articulates professional values Takes independent action to correct situations that are in conflict with professional values |
| B. Deportment | D 11 6 1 6 1 1 | D. II. C. E. C. D. II. |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Understands how to conduct oneself in a professional manner | Essential Component: Professionally appropriate communication and physical conduct, including attire, across different settings | Essential Component: Consistently conducts self in a professional manner across and settings and situations |
| Behavioral Anchor: Demonstrates appropriate personal hygiene and attire Distinguishes between appropriate and inappropriate language and demeanor in professional contexts | Behavioral Anchor: Demonstrates awareness of the impact behavior has on client, public and profession Utilizes appropriate language and demeanor in professional communications Demonstrates appropriate physical conduct, including attire, consistent with context | Behavioral Anchor: Verbal and nonverbal communications are appropriate to the professional context including in challenging interactions |
| C. Accountability | | |

| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
|---|--|---|
| Essential Component: Accountable and reliable | Essential Component: Consistently reliable; consistently accepts responsibility for own actions | Essential Component: Independently accepts personal responsibility across settings and contexts |
| Behavioral Anchor: Turns in assignments in accordance with established deadlines Demonstrates personal organization skills Plans and organizes own workload Aware of and follows policies and procedures of institution | Behavioral Anchor: Completes required case documentation promptly and accurately Accepts responsibility for meeting deadlines Available when "on-call" Acknowledges errors Utilizes supervision to strengthen effectiveness of practice | Behavioral Anchor Works to fulfill client-provider contract Enhances productivity Holds self accountable for and submits to external review of quality service provision |
| D. Concern for the welfare of oth | ers | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Awareness of the need to uphold and protect the welfare of others | Essential Component: Consistently acts to understand and safeguard the welfare of others | Essential Component: Independently acts to safeguard the welfare of others |
| Behavioral Anchor Displays initiative to help others Articulates importance of concepts of confidentiality, privacy, informed consent Demonstrates compassion | Behavioral Anchor: Regularly demonstrates compassion Displays respect in interpersonal interactions with others including those from divergent perspectives or backgrounds Determines when response to client needs takes precedence over personal needs | Behavioral Anchor Communications and actions convey sensitivity to individual experience and needs while retaining professional demeanor and deportment Respectful of the beliefs and values of colleagues even when inconsistent with personal beliefs and values Acts to benefit the welfare of others, especially those in need |
| E. Professional Identity | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Beginning understanding of self as professional, "thinking like a psychologist" | Essential Component: Emerging professional identity as psychologist; uses resources (e.g., supervision, literature) for professional development | Essential Component: Consolidation of professional identity as a psychologist; knowledgeable about issues central to the field; evidence of integration of science and practice |
| Behavioral Anchor: Has membership in professional organizations Demonstrates knowledge of the program and profession (training model, core competencies) | Behavioral Anchor: Attends colloquia, workshops, conferences Consults literature relevant to client care | Behavioral Anchor Keeps up with advances in profession Contributes to the development & advancement of the profession and colleagues Demonstrates integration of science |

| Demonstrates knowledge | in professional practice | |
|-------------------------------|--------------------------|--|
| about practicing within one's | | |
| competence | | |
| Understands that knowledge | | |
| goes beyond formal training | | |

Reflective Practice/Self-Assessment/Self-Care—Practice conducted with personal and professional self-awareness and reflection; with awareness of competencies; with appropriate self-care

awareness and reflection; with awareness of competencies; with appropriate self-care **Developmental Level** A. Reflective Practice Readiness for Practicum Readiness for Internship Readiness for Entry to Practice **Essential Component:** Essential Component: **Essential Component:** Basic mindfulness and self-Broadened self-awareness; self-Reflectivity in context of professional practice (reflection-in-action), awareness; basic reflectivity monitoring; reflectivity regarding regarding professional practice professional practice (reflectionreflection acted upon, self used as a (reflection-on-action): on-action): use of resources to therapeutic tool enhance reflectivity; elements of reflection-in-action; Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: Displays: Articulates attitudes, values, and Demonstrates frequent congruence · problem solving skills, beliefs toward diverse others between own and others' · critical thinking assessment and seeks to resolve Recognizes impact of self on incongruities · organized reasoning others Self-identifies multiple individual Models self-care · intellectual curiosity and flexibility and cultural identities Monitors and evaluates attitudes. Demonstrates openness to: Describes how others experience values and beliefs towards diverse · considering own personal him/her and identifies roles one others concerns & issues might play within a group Systematically and effectively monitors and adjusts professional · recognizing impact of self on Responsively utilizes supervision performance in action as situation to enhance reflectivity others Systematically and effectively requires articulating attitudes, values, reviews own professional Consistently recognizes and and beliefs toward diverse addresses own problems, minimizing performance via videotape or interference with competent self-identifying multiple other technology with supervisors professional functioning Initial indicators of monitoring and individual and cultural identities adjusting professional systematically reviewing own performance in action as professional performance with situation requires supervisors/teachers B. Self-Assessment Readiness for Practicum Readiness for Internship Readiness for Entry to Practice Essential Component: **Essential Component: Essential Component:** Knowledge of core Broadly accurate self-Accurate self-assessment of competencies; emerging selfassessment of competence; competence in all competency assessment re: competencies; consistent monitoring and domains; integration of selfevaluation of practice activities assessment in practice; Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: Self-assessment comes close to · Demonstrates awareness of Accurately identifies level of clinical competencies for congruence with assessment by competence across all competency professional training peers and supervisors domains Develops initial competency Identifies areas requiring further Accurately assesses own strengths goals for early training (with and weaknesses and seeks to professional growth input from faculty) Writes a personal statement of prevent or ameliorate impact on professional goals professional functioning Recognizes when new/improved Identifies learning objectives for competencies are required for overall training plan

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Systemically and effectively reviews own professional

effective practice

| C Salf Care (attention to margane | performance via videotape or other technology | feetive professional functioning) |
|--|---|---|
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component Understanding of the importance of self-care in effective practice; knowledge of self-care methods; attention to self-care | Essential Component Monitoring of issues related to self-care with supervisor; understanding of the central role of self-care to effective practice | Essential Component Self-monitoring of issues related to self-care and prompt interventions when disruptions occur |
| Behavioral Anchor: • Demonstrates basic awareness and attention to self-care | Behavioral Anchor: Works with supervisor to monitor issues related to self-care Takes action recommended by supervisor for self-care to ensure effective training | Behavioral Anchor: • Anticipates and self-identifies disruptions in functioning and intervenes at an early stage/with minimal support from supervisors • Models self-care |

Scientific Knowledge and Methods - Understanding of research, research methodology, techniques of data collection and analysis, biological bases of behavior, cognitive-affective bases of behavior, and development across the lifespan. Respect for scientifically derived knowledge. Developmental Level

| | Developmental Level | |
|--|--|---|
| A. Scientific Mindedness | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Practice |
| Essential Component: Critical scientific thinking | Essential Component: Values and applies scientific methods to professional practice | Essential Component: Independently applies scientific methods to practice |
| Behavioral Anchor: Aware of need for evidence to support assertions Questions assumptions of knowledge Evaluates study methodology and scientific basis of findings Presents own work for the scrutiny of others | Behavioral Anchor: Articulates, in supervision and case conference, support for issues derived from the literature Formulates appropriate questions regarding case conceptualization Generates hypotheses regarding own contribution to therapeutic process and outcome Performs scientific critique of literature | Behavioral Anchor: Independently accesses and applies scientific knowledge & skills appropriately and habitually to the solution of problems Readily presents own work for the scrutiny of others |
| B. Scientific Foundation of Psyc | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| Understanding of psychology | Knowledge of core science | Knowledge of core science |
| as a science | | |
| Behavioral Anchor: Demonstrates understanding of core scientific conceptualizations of human behavior Demonstrates understanding of psychology as a science, including basic knowledge of the breadth of scientific psychology. For example: able to cite scientific literature to support an argument Evaluates scholarly literature on a topic | Behavioral Anchor: Displays intermediate level knowledge of and respect for scientific bases of behavior | Behavioral Anchor: Demonstrates advanced level of knowledge of and respect for scientific knowledge of the bases for behaviors |
| C. Scientific Foundation of Profe | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| Understanding the scientific | Knowledge, understanding, and | Knowledge and understanding of scientific foundations independently |
| foundation of professional practice | application of the concept of evidence-based practice | applied to practice |
| practice | evidence-pased practice | applied to practice |
| Behavioral Anchor: | Behavioral Anchor: | Behavioral Anchor: |
| Understands the development | Applies EBP concepts in case | Reviews scholarly literature related to |
| of evidence based practice in | conceptualization, treatment | clinical work and applies knowledge |
| psychology (EBP) as defined | planning, and interventions | to case conceptualization |
| by APA | Compares and contrasts EBP | Applies EBP concepts in practice |

- Displays understanding of the scientific foundations of the functional competencies
- Cites scientific literature to support an argument
- Evaluates scholarly literature on a practice-related topic

approaches with other theoretical perspectives and interventions in the context of case conceptualization and treatment planning.

 Compares and contrasts EBP approaches with other theoretical perspectives and interventions in the context of case conceptualization and treatment planning

| Relationships - Relate effectively | and meaningfully with individuals, group | os, and/or communities |
|---|---|--|
| A lutamana and Dalatia makina | Developmental Level | |
| A. Interpersonal Relationships Readiness for Practicum | Readiness for Internship | Positings for Entry to Practice |
| Essential Component: Interpersonal skills | Essential Component: Forms and maintains productive and respectful relationships with clients, peers/colleagues, supervisors and professionals from other disciplines | Readiness for Entry to Practice Essential Component: Develops and maintains effective relationships with a wide range of clients, colleagues, organizations and communities |
| Behavioral Anchor: Listens and is empathic with others Respects and shows interest in others' cultures, experiences, values, points of view, goals and desires, fears, etc. Demonstrates skills verbally and non-verbally. Receives feedback | Behavioral Anchor: Forms effective working alliance with clients Engages with supervisors to work effectively Works cooperatively with peers Involved in departmental, institutional, or professional activities or governance Demonstrates respectful and collegial interactions with those who have different professional models or perspectives | Behavioral Anchor: Effectively negotiates conflictual, difficult and complex relationships including those with individuals and groups that differ significantly from oneself Maintains satisfactory interpersonal relationships with clients, peers, faculty, allied professionals, and the public. |
| B. Affective Skills Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Affective skills | Essential Component: Negotiates differences and handles conflict satisfactorily; provides effective feedback to others and receives feedback nondefensively | Essential Component: Manages difficult communication; possesses advanced interpersonal skills |
| Behavioral Anchor: Demonstrates affect tolerance Tolerates and understands interpersonal conflict Tolerates ambiguity and uncertainty Demonstrates awareness of inner emotional experience Demonstrates emotional maturity Listens to and acknowledges feedback from others | Behavioral Anchor: Works collaboratively Demonstrates active problem- solving Makes appropriate disclosures regarding problematic interpersonal situations Acknowledges own role in difficult interactions Provides feedback to supervisor regarding supervisory process Provides feedback to peers regarding peers' clinical work in context of group supervision or case conference Accepts and implements supervisory feedback nondefensively | Behavioral Anchor: Seeks clarification in challenging interpersonal communications Demonstrates understanding of diverse viewpoints in challenging interactions Accepts, evaluates and implements feedback from others |
| C. Expressive Skills Readiness for Practicum | Readiness for Internship | Positiones for Entry to Practice |
| | Essential Component: | Readiness for Entry to Practice Essential Component: |
| | Assessment of Competency Denebrasics Work | |

| Expressive skills | Clear and articulate expression | Effective command of language and ideas |
|---|---|--|
| Behavioral Anchor: Communicates ideas, feelings and information verbally and non-verbally | Behavioral Anchor: Communicates clearly using verbal, nonverbal, and written skills Demonstrates understanding of professional language | Behavioral Anchor: Demonstrates descriptive, understandable command of language, both written and verbal Communicates clearly and effectively with clients |

Individual and Cultural Diversity- Awareness, sensitivity and skills in working professionally with diverse individuals, groups and communities who represent various cultural and personal background and characteristics defined broadly and consistent with APA policy.

Developmental Level

A. Self as shaped by individual and cultural diversity (e.g., cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status) and context

Readiness for Practicum Essential Component:

Knowledge, awareness, and understanding of one's own dimensions of diversity and attitudes towards divers others

Behavioral Anchor:

 Demonstrates this self knowledge, awareness, and understanding. For example: articulates how ethnic group values influence who one is and how one relates to other people. Readiness for Internship Essential Component:

Monitors and applies knowledge of self as a cultural being in assessment, treatment, and consultation

Behavioral Anchor:

- Understands and monitors own cultural identities in relation to work with others
- Uses knowledge of self to monitor effectiveness as a professional
- Critically evaluates feedback and initiates supervision regularly about diversity issues

Readiness for Entry to Practice

Essential Component:

Independently monitors and applies knowledge of self as a cultural being in assessment, treatment, and consultation

Behavioral Anchor:

- Independently articulates, understands, and monitors own cultural identity in relation to work with others
- Regularly uses knowledge of self to monitor and improve effectiveness as a professional
- Critically evaluates feedback and initiates consultation or supervision when uncertain about diversity issues

B. Others as shaped by individual and cultural diversity (e.g., cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status) and context

Readiness for Practicum
Essential Component:

Knowledge, awareness, and understanding of others individuals as cultural beings

Behavioral Anchor:

 Demonstrates knowledge, awareness and understanding of the way culture and context shape the behavior of other individuals. Readiness for Internship
Essential Component:

Applies knowledge of others as cultural beings in assessment, treatment, and consultation of others

Behavioral Anchor:

- Understands multiple cultural identities in work with others
- Uses knowledge of others' cultural identity in work as a professional
- Critically evaluates feedback and initiates supervision regularly about diversity issues with others

Readiness for Entry to Practice
Essential Component:

Independently monitors and applies knowledge of others as cultural beings in assessment, treatment, and consultation

Behavioral Anchor:

- Independently articulates, understands, and monitors cultural identity in work with others
- Regularly uses knowledge of others to monitor and improve effectiveness as a professional
- Critically evaluates feedback and initiates consultation or supervision when uncertain about diversity issues with others

C. Interaction of self and others as shaped by individual and cultural diversity (e.g., cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status) and context

Readiness for Practicum

Essential Component: Knowledge, awareness, and understanding of interactions between self and diverse Readiness for Internship

Essential Component: Applies knowledge of the role of culture in interactions in assessment, treatment, and Readiness for Entry to Practice

Essential Component:

Independently monitors and applies knowledge of diversity in others as cultural beings in assessment,

others

Behavioral Anchor:

 Demonstrates knowledge, awareness and understanding of the way culture and context shape interactions between and among individuals.

consultation of diverse others

Behavioral Anchor:

- Understands the role of multiple cultural identities in interactions among individuals
- Uses knowledge of the role of culture in interactions in work as a professional
- Critically evaluates feedback and initiates supervision regularly about diversity issues with others

treatment, and consultation

Behavioral Anchor:

- Independently articulates, understands, and monitors multiple cultural identities in interactions with others
- Regularly uses knowledge the role of culture in interactions to monitor and improve effectiveness as a professional
- Critically evaluates feedback and initiates consultation or supervision when uncertain about diversity issues with others

D. Applications based on individual and cultural context

Readiness for Practicum
Essential Component:
Basic knowledge of and
sensitivity to the scientific,
theoretical, and contextual
issues related to ICD (as
defined by APA policy) as they
apply to professional
psychology. Understanding of
the need to consider ICD
issues in all aspects of
professional psychology work
(e.g., assessment, treatment,

Readiness for Internship Essential Component:

Applies knowledge, sensitivity, and understanding regarding ICD issues to work effectively with diverse others in assessment, treatment, and consultation

Readiness for Entry to Practice Essential Component:

Applies knowledge, skills, and attitudes regarding intersecting and complex dimensions of diversity for example, the relationship between one's own dimensions of diversity and one's own attitudes towards diverse others to professional work

Behavioral Anchor:

colleagues)

 Demonstrates basic knowledge of literatures on individual and cultural differences and engages in respectful interactions that reflects this knowledge

research, relationships with

 Demonstrates understanding of the need to consider ICD issues in all aspects of professional psychology work through respectful interactions

Behavioral Anchor:

- Demonstrates knowledge of ICD literature and APA policies including guidelines for practice with diverse individuals, groups and communities
- Demonstrates ability to address ICD issues across professional settings and activities
- Works effectively with diverse others in professional activities
- Demonstrates awareness of effects of oppression and privilege on self and others

Behavioral Anchor:

- Articulates an integrative conceptualization of diversity as it impacts clients, self and others (e.g., organizations, colleagues, systems of care)
- Habitually adapts one's professional behavior in a culturally sensitive manner, as appropriate to the needs of the client, that improves client outcomes and avoids harm
- Articulates and uses alternative and culturally appropriate repertoire of skills and techniques and behaviors
- Seeks consultation regarding addressing individual and cultural diversity as needed
- Uses culturally relevant best practices

Ethical Legal Standards and Policy - Application of ethical concepts and awareness of legal issues regarding professional activities with individuals, groups, and organizations. **Developmental Level** A. Knowledge of ethical, legal and professional standards and guidelines Readiness for Practicum Readiness for Internship Readiness for Entry to Practice **Essential Component: Essential Component: Essential Component:** Routine command and application of Basic knowledge of the Intermediate level knowledge and principles of the APA Ethical understanding of the APA Ethical the APA Ethical Principles and Code Principles and Code of Principles and Code of Conduct of Conduct and other relevant and Conduct [ethical practice and and other relevant ethical/ other ethical, legal and professional basic skills in ethical decision professional codes, standards standards and guidelines of the making]; beginning knowledge and guidelines; laws, statutes, profession of legal and regulatory issues rules, regulations in the practice of psychology that apply to practice while placed at practicum setting. Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: · Displays a basic understanding · Identifies ethical dilemmas Spontaneously and reliably identifies complex ethical & legal issues, of this knowledge (e.g., APA, effectively Ethics Code and principles, · actively consults with supervisor analyzes them accurately and Ethical Decision Making proactively addresses them to act upon ethical and legal Models) Aware of potential conflicts in aspects of practice Demonstrates knowledge of Addresses ethical and legal complex ethical and legal issues and typical legal issues (e.g., child seeks to prevent problems and aspects within the case and elder abuse reporting, conceptualization unprofessional conduct HIPAA, Confidentiality, Discusses ethical implications of Aware of the obligation to confront Informed Consent) peers and or organizations regarding professional work Recognizes and discusses limits ethical problems or issues and to deal proactively with conflict when of own ethical and legal addressing professional behavior with knowledge B. Awareness and Application of Ethical Decision Making Readiness for Practicum Readiness for Entry to Practice Readiness for Internship Essential Component: **Essential Component: Essential Component:** Demonstrates the importance Knows and applies an ethical Commitment to integration of ethics of an ethical decision model decision-making model and is knowledge into professional work applied to practice able to apply relevant elements of ethical decision making to a dilemma Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: Uses an ethical decision-making · Recognizes the importance of Applies applicable ethical principles basic ethical concepts model when discussing cases in and standards in professional writings applicable in initial practice supervision and presentations (e.g. child abuse reporting, Readily identifies ethical Applies applicable ethics concepts in Informed consent, research design and subject implications in cases and to confidentiality, multiple understand the ethical elements treatment relationships, and competence) in any present ethical dilemma or Applied ethics and professional Identifies potential conflicts question concepts in teaching and training between personal belief Discusses ethical dilemmas and activities systems, APA ethics code and decision making in supervision, Develops strategies to seek

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staffings, presentations,

practicum settings

legal issues in practice

consultation regarding complex

ethical and legal dilemmas

| C. Ethical Conduct Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
|--|--|--|
| Essential Component: Ethical attitudes and values evident in conduct | Essential Component: Knowledge of own moral principles/ethical values integrated in professional conduct | Essential Component: independently and consistently integrates ethical and legal standards with all foundational and functional competencies |
| Behavioral Anchor: Evidences desire to help others Demonstrates openness to new ideas Shows honesty/integrity/values ethical behavior Demonstrates personal courage consistent with ethical values of psychologists Displays a capacity for appropriate boundary management Implements ethical concepts into professional behavior | Behavioral Anchor: Articulates knowledge of own moral principles and ethical values in discussions with supervisors and peers about ethical issues Spontaneously discusses intersection of personal and professional ethical and moral issues. | Behavioral Anchor: Integrates an understanding of ethical-legal standards policy when performing all functional competencies Demonstrates awareness that ethical-legal-standards policy competence informs and is informed by all foundational competencies Takes responsibility for continuing professional development |

| | Developmental Level | |
|--|---|---|
| | distinctive contributions of other pr | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Beginning, basic knowledge of the viewpoints and contributions of other professions/ professionals | Essential Component: Awareness of multiple and differing worldviews, roles, professional standards, and contributions across contexts and systems, intermediate level knowledge of common and distinctive roles of other professionals | Essential Component: Working knowledge of multiple and differing worldviews, professional standards, and contributions across contexts and systems, intermediate level knowledge of common and distinctive roles of other professionals |
| Behavioral Anchor: | Behavioral Anchor: | Behavioral Anchor: |
| Demonstrates knowledge, respect, and valuing of roles, functions and service delivery systems of other professions | Reports observations of commonality and differences among professional roles, values, and standards | Demonstrates ability to articulate the role that others provide in service to clients Displays ability to work successfully on interdisciplinary team |
| B. Functioning in multidisciplina | | |
| Readiness for Practicum Essential Component: | Readiness for Internship Essential Component: | Readiness for Entry to Practice Essential Component: |
| Cooperation | Beginning, knowledge of strategies that promote interdisciplinary collaboration vs. multidisciplinary functioning | Beginning, basic knowledge of and ability to display the skills that support effective interdisciplinary team functioning, such as communicating without jargon, dealing effectively with disagreements about diagnosis or treatment goals, supporting and utilizing the perspectives of other team members |
| Behavioral Anchor: • Demonstrates ability to cooperate with others in task completion | Behavioral Anchor: Demonstrates knowledge of the nature of interdisciplinary vs. multidisciplinary function and the skills that support interdisciplinary process. | Behavioral Anchor: Demonstrates skill in interdisciplinary clinical settings in working with other professionals to incorporate psychological information into overall team planning and implementation |
| | n in interdisciplinary collaboration/ | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component:: Knowledge of how participating in interdisciplinary collaboration/ consultation can be directed toward shared goals | Essential Component: Participates in and initiates interdisciplinary collaboration/ consultation directed toward shared goals | Essential Component: Recognizes and engages in opportunities for effective collaboration with other professionals toward shared goals a an intermediate level of ability |
| Behavioral Anchor: • Demonstrates understanding of concept | Behavioral Anchor: Consults with and cooperates with other disciplines in service of clients | Behavioral Anchor: Systematically collaborates successfully with other relevant partners |

| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
|---|---|---------------------------------------|
| Essential Component: | Essential Component: | Essential Component: |
| Awareness of the benefits of | Develops and maintains | Develops and maintains |
| forming collaborative | collaborative relationships and | collaborative relationships over time |
| relationships with other | respect for other professionals | despite differences |
| professionals | | |
| | | |
| Behavioral Anchor: | Behavioral Anchor: | Behavioral Anchor: |
| Expresses interest in | Communicates effectively with | Communicates effectively with |
| developing collaborative | individuals from other profession | individuals from other professions |
| relationships and respect for | | Appreciates and integrates |
| other professionals | | perspectives from multiple |
| | | professions |

Functional Competencies

Assessment - Assessment and diagnosis of problems, capabilities and issues associated with individuals, groups, and/or organizations **Developmental Level** A. Measurement and Psychometrics Readiness for Entry to Practice Readiness for Practicum Readiness for Internship Essential Component: **Essential Component:** Essential Component: Basic knowledge of the Selects assessment measures Independently selects and scientific, theoretical, and with attention to issues of implements multiple methods and contextual basis of test reliability and validity means of evaluation in ways that are construction and interviewing responsive to and respectful of diverse individuals, couples, families and groups and context Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: · Demonstrates awareness of · Identifies appropriate · Demonstrates awareness and the benefits of standardized assessment measures for cases competent use of culturally sensitive assessment seen at practice site instruments, norms · Demonstrates knowledge of · Routinely consults with Seeks consultation as needed to the construct(s) being supervisor regarding selection of quide assessment assessment measures assessed Demonstrates limitations of · Evidences understanding of assessment data clearly reflected in basic psychometric constructs assessment reports such as validity, reliability, and test construction **B. Evaluation Methods** Readiness for Practicum Readiness for Internship Readiness for Entry to Practice Essential Component: **Essential Component: Essential Component:** Basic knowledge of Awareness of the strengths and Independently understands the administration and scoring of limitations of administration, strengths and limitations of traditional assessment scoring and interpretation of diagnostic approaches and traditional assessment measures interpretation of results from measures, models and techniques, including clinical multiple measures for diagnosis and as well as related technological interviewing and mental status advances treatment planning exam Behavioral Anchor: Behavioral Anchor: Behavioral Anchor: · Accurately and consistently · Demonstrates intermediate level · Accurately and consistently selects, administers and scores various ability to accurately and administers, and scores and consistently select, administer, interprets assessment tools with assessment tools in nonclinical (e.g. course) contexts score and interpret assessment clinical populations Demonstrates knowledge of tools with client populations Selection of assessment tools reflects initial interviewing (both Collects accurate and relevant a flexible approach to answering the structured and semi-structured data from structured and semidiagnostic questions interviews, mini-mental status structured interviews and mini-Comprehensive reports include exam) mental status exams discussion of strengths and limitations of assessment measures as appropriate Interview and report leads to formulation of a diagnosis and the development of appropriate treatment

| C. Application of Methods | | |
|---|--|---|
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Knowledge of measurement across domains of functioning and practice settings | Essential Component: Selects appropriate assessment measures to answer diagnostic question | Essential Component: Independently selects and administers a variety of assessment tools and integrates results to accurately evaluate presenting question appropriate to the practice site and broad area of practice |
| Behavioral Anchor: Demonstrates awareness of need to base diagnosis and assessment on multiple sources of information Demonstrates awareness of need for selection of assessment measures appropriate to population/problem | Behavioral Anchor: Selects assessment tools that reflect awareness of patient population served at a given practice site Regularly selects and uses appropriate methods of evaluation Demonstrates ability to adapt environment and materials according to client needs (e.g., lighting, privacy, ambient noise) | Behavioral Anchor: Independently selects assessment tools that reflect awareness of client population served at practice site Interprets assessment results accurately taking into account limitations of the evaluation method Provides meaningful, understandable and useful feedback that is responsive to client need |
| D. Diagnosis | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic knowledge regarding the range of normal and abnormal behavior in the context of stages of human development and diversity | Essential Component: Applies concepts of normal/abnormal behavior to case formulation and diagnosis in the context of stages of human development and diversity | Essential Component: Utilizes case formulation and diagnosis for intervention planning in the context of stages of human development and diversity |
| Behavioral Anchor: Identifies DSM criteria Describes normal development consistent with broad area of training | Behavioral Anchor: Articulates relevant developmental features and clinical symptoms as applied to presenting question Demonstrates ability to identify problem areas and to use concepts of differential diagnosis | Behavioral Anchor: Treatment plans incorporate relevant developmental features and clinical symptoms as applied to presenting problem Demonstrates awareness DSM and relation to ICD codes Regularly and independently identifies problem areas and makes a diagnosis |
| E. Conceptualization and Recom | Readiness for Internship | Readiness for Entry to Practice |
| Readiness for Practicum | Readiness for internship | Reaumess for Entry to Fractice |

| Essential Component: Basic knowledge of formulating diagnosis and case conceptualization | Essential Component: Utilizes systematic approaches of gathering data to inform clinical decision-making | Essential Component: Independently and accurately conceptualizes the multiple dimensions of the case based on the results of assessment |
|---|--|--|
| Behavioral Anchor: Demonstrates the ability to discuss diagnostic formulation and case conceptualization Prepares basic reports which articulate theoretical material | Behavioral Anchor: Presents cases and reports demonstrating how diagnosis is based on case material | Behavioral Anchor: Independently prepares reports based on Administers, scores and interprets test results Formulates case conceptualizations incorporating theory and case material |
| F. Communication of Findings | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| | • | |
| Essential Component: Awareness of models of report writing and progress notes | Essential Component: Writes assessment reports and progress notes | Essential Component: Communication of results in written and verbal form clearly, constructively, and accurately in a conceptually appropriate manner |

| Intervention- Interventions designed to alleviate suffering and to promote health and well-being of individuals, groups, and/or organizations | | |
|--|---|---|
| Developmental Level | | |
| A. Knowledge of Interventions | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic knowledge of scientific, theoretical, and contextual bases of intervention and basic knowledge of the value of evidence-based practice and its role in scientific psychology | Essential Component: Knowledge of scientific, theoretical, empirical and contextual bases of intervention, including theory, research, and practice | Essential Component: Applies knowledge of evidence- based practice, including empirical bases of intervention strategies, clinical expertise, and client preferences |
| Behavioral anchor: Articulates the relationship of EBP to the science of psychology Identifies basic strengths and weaknesses of intervention approaches for different problems and populations | Behavioral Anchor: Demonstrates knowledge of interventions and explanations for their use based on EBP Demonstrates the ability to select interventions for different problems and populations related to the practice setting Investigates existing literature related to problems and client issues Writes a statement of one's own theoretical perspective regarding intervention strategies | Behavioral Anchor: Writes a case summary incorporating elements of evidence-based practice Presents rationale for intervention strategy that includes empirical support |
| B. Intervention planning | <u>I</u> | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| Basic understanding of the | Formulates and conceptualizes | Independent intervention planning, |
| relationship between | cases and plan interventions | including conceptualization and |
| assessment and intervention | utilizing at least one consistent | intervention planning specific to |
| Behavioral Anchor: • Articulates a basic understanding of how intervention choices are informed by assessment | theoretical orientation Behavioral Anchor: • Articulates a theory of change and identifies interventions to implement change; as consistent with the AAPI • Writes understandable case conceptualization reports and collaborative treatment plans incorporating evidence-based practices | case and context Behavioral Anchor: Accurately assesses presenting issues taking in to account the larger life context, including diversity issues Conceptualizes case independently and accurately Independently selects an intervention or range of interventions appropriate for the presenting issue(s) |
| C. Skills | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic helping skills | Essential Component: Clinical skills | Essential Component: Clinical skills and judgment |
| Behavioral Anchor: | Behavioral Anchor: | Behavioral Anchor: |

| Demonstrates helping skills, such as empathic listening, framing problems | Develops rapport with most clients Develops therapeutic relationships Demonstrates appropriate judgment about when to consult supervisor | Develops rapport and relationships with wide variety of clients Uses good judgment about unexpected issues, such as crises, use of supervision, confrontation Effectively delivers intervention |
|---|--|--|
| D. Intervention Implementation | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic knowledge of intervention strategies | Essential Component: Implements evidence-based interventions that take into account empirical support, clinical judgment, and client diversity (e.g., client characteristics, values, and context) | Essential Component : Implements interventions with fidelity to empirical models and flexibility to adapt where appropriate |
| Behavioral Anchor: • Articulates awareness of theoretical basis of intervention and some general strategies | Behavioral Anchor: Applies specific evidence-based interventions Presents case that documents application of evidence-based practice | Behavioral Anchor: Independently and effectively implements a typical range of intervention strategies appropriate to practice setting Independently recognizes and manages special circumstances Terminates treatment successfully Collaborates effectively with other providers or systems of care |
| E. Progress evaluation | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic knowledge of the assessment of intervention progress and outcome | Essential Component: Evaluate treatment progress and modify treatment planning as indicated, utilizing established outcome measures | Essential Component: Evaluate treatment progress and modify planning as indicated, even in the absence of established outcome measures |
| Behavioral Anchor: Demonstrates basic knowledge of methods to examine intervention outcomes | Behavioral Anchor: Assesses and documents treatment progress and outcomes Alters treatment plan accordingly Describes instances of lack progress and actions taken in response. | Behavioral Anchor: Independently assesses treatment effectiveness & efficiency Critically evaluates own performance in the treatment role Seeks consultation when necessary |

| Consultation- The ability to provide expert guidance or professional assistance in response to a client's needs or goals. | | |
|---|---|---|
| godis. | Developmental Level | |
| A. Role of Consultant | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| No expectation for pre- | Knowledge of the consultant's | Determines situations that require |
| practicum level | role and its unique features as | different role functions and shift |
| | distinguished from other | roles accordingly |
| | professional roles (such as | |
| | therapist, supervisor, teacher). | |
| | Behavioral Anchor: | Behavioral Anchor: |
| | Articulates common and | Recognizes situations in which |
| | distinctive roles of consultant | consultation is appropriate |
| | Compares and contrast | Demonstrates capability to shift |
| | consultation, clinical and | functions and behavior to meet |
| | supervision roles | referral needs |
| B. Addressing Referral Question | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| No expectation for pre- | Knowledge of and ability to | Knowledge of and ability to select |
| practicum level | select appropriate means of assessment to answer referral | appropriate and contextually sensitive means of assessment/data |
| | questions | gathering that answers consultation |
| | questions | referral question |
| | Behavioral Anchor: | Behavioral Anchor: |
| | Implements systematic approach | Demonstrates ability to gather |
| | to data collection in a | information necessary to answer |
| | consultative role | referral question |
| | Identifies sources and types of | Clarifies and refines referral question |
| | assessment tools | based on analysis/assessment of |
| | | question |
| C. Communication of Findings | 1 | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential component: Identifies literature and | Essential Component: Applies knowledge to provide |
| No expectation for pre- practicum level | knowledge about process of | effective assessment feedback and |
| practicum lever | informing consultee of | to articulate appropriate |
| | assessment findings | recommendations |
| | accocomont intamge | 1000mmondations |
| | Behavioral Anchor: | Behavioral Anchor: |
| | Identifies appropriate approaches | Prepares clear, useful consultation |
| | and processes for providing | reports and recommendations to all |
| | written and verbal feedback and | appropriate parties |
| | recommendation to consultee | Provides verbal feedback to |
| | | consultee of results and offers |
| D. Application of Mathada | | appropriate recommendations |
| D. Application of Methods Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| No expectation for pre- | Identifies and acquires literature | Applies literature to provide |
| practicum level | relevant to unique consultation | effective consultative services |
| | methods (assessment & | (assessment & intervention) in most |
| | memous (assessment & | (assessment & intervention) in most |

Intervention) within systems, clients or settings

Behavioral Anchor:

 Identifies appropriate interventions based on consultation assessment findings

routine and some complex cases

Behavioral Anchor:

- Identifies and implements consultation interventions based on assessment findings
- Identifies and implements consultation interventions that meet consultee goals

| Research/evaluation - Generating research that contributes to the professional knowledge base and/or evaluates | | |
|---|---|---|
| the effectiveness of various professional activities Developmental Level | | |
| A. Scientific Approach to Knowledge Generation | | |
| A. Ocientine Approach to Know | wiedge Generation | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic scientific mindedness, critical thinking | Essential Component: Development of skills and habits in seeking, applying, and evaluating theoretical and research knowledge relevant to the practice of psychology. | Essential Component: Generation of knowledge |
| Behavioral Anchor: Demonstrates understanding that psychologists evaluate the effectiveness of their professional activities Open to scrutiny of one's work by peers and faculty. | Behavioral Anchor: Demonstrates understanding of research methods and techniques of data analysis Demonstrates research and scholarly activity, which may include presentations at conferences; participation in research teams; submission of manuscripts for publication Demonstrates being a critical consumer of research | Behavioral Anchor Engages in systematic efforts to increase the knowledge base of psychology through implementing and reviewing research Uses methods appropriate to the research question, setting and/or community Consults and partners with community stakeholders when conducting research in diverse communities |
| B. Application of Scientific Me | thod to Practice | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| No expectation at this level | Essential Component: Apply scientific methods to evaluating own practice | Essential Component: Evaluation of outcomes |
| | Behavioral Anchor: Discusses evidence based practices Compiles and analyzes data on own clients (outcome measurement) Participates in program evaluation | Behavioral Anchor: Evaluates the progress of own activities and uses this information to improve own effectiveness Describes how outcomes are measured in each practice activity |

| Supervision- Supervision and training in the professional knowledge base and of evaluation of the effectiveness of various professional activities | | |
|---|--|---|
| Developmental Level | | |
| A. Expectations and Roles | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Basic knowledge of expectations for supervision | Essential Component: Knowledge of purpose for and roles in supervision. | Essential Component: Understands complexity of the supervisor role including ethical, legal, and contextual issues |
| Behavioral Anchor: Demonstrates knowledge of the process of supervision | Behavioral Anchor: Identifies roles and responsibilities of the supervisor and supervisee in the supervision process | Behavioral Anchor: Articulates a philosophy or model of supervision and reflects on how this model is applied in practice, including integrated contextual, legal, and ethical perspectives |
| B. Processes and Procedures | | |
| Readiness for Practicum Essential Component: Knowledge of the | Readiness for Internship Essential Component: Knowledge of procedures and processes of supervision | Readiness for Entry to Practice Essential Component: Knowledge of procedures and practices of supervision |
| Behavioral Anchor: Demonstrates basic knowledge of supervision models and practice | Behavioral Anchor: Identifies goals and tasks of supervision related to developmental progression Tracks progress achieving goals and setting new goals | Behavioral Anchor: Prepares supervision contract Demonstrates knowledge of limits of competency to supervise (assesses metacompetency) Constructs plans to deal with areas of limited competency |
| C. Skills Development | | |
| Readiness for Practicum Essential Components Interpersonal skills of communication and openness to feedback | Readiness for Internship Essential Component: Knowledge of the supervision literature and how clinicians develop to be skilled professionals Behavioral Anchor: | Readiness for Entry to Practice Essential Component: Engages in professional reflection about one's clinical relationships with supervisees, as well as supervisees' relationships with their clients |
| Behavioral Anchor Completes self-assessment (e.g., Hatcher & Lassiter, 2006) Integrates faculty/supervisor feedback into self-assessment | Successfully completes coursework on supervision Demonstrates formation of supervisory relationship integrating theory and skills including knowledge of development, educational praxis | Behavioral Anchor: Clearly articulates how to use supervisory relationships to leverage development of supervisees and their clients |
| D. Awareness of factors affecting | g quality | |
| Readiness for Practicum Essential Component: Basic knowledge of and sensitivity to issues related to individual and cultural differences (i.e., the APA | Readiness for Internship Essential Component: Knowledge about the impact of diversity on all professional settings and supervision participants including self as | Readiness for Entry to Practice Essential component: Understanding of other individuals and groups and intersection dimensions of diversity in the context of supervision practice, able |

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| definition) as they apply to the supervision process and relationships | defined by APA policy; beginning knowledge of personal contribution to therapy and to supervision | to engage in reflection on the role of one's self on therapy and in supervision |
|---|--|---|
| Behavioral Anchor: Demonstrates basic knowledge of literature on individual and cultural differences and engages in respectful interactions that reflect that knowledge | Behavioral Anchor: Demonstrates knowledge of ICD literature and APA guidelines in supervision practice Demonstrates awareness of role of oppression and privilege on supervision process | Behavioral Anchor: Demonstrates integration of diversity and multiple identity aspects in conceptualization of supervision process with all participants (client(s), supervisee, supervisor) Demonstrates adaptation of own professional behavior in a culturally sensitive manner as appropriate to the needs of the supervision context and all parties in it Articulates and uses diversity appropriate repertoire of skills and techniques in supervisory process Identifies impact of aspects of self in therapy and supervision |
| E. Participation in Supervision I | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Awareness of need for straightforward, truthful, and respectful communication in supervisory relationship | Essential Component: Observation of and participation in supervisory process (e.g., peer supervision) | Essential Component: Provides supervision independently to others in routine cases |
| Behavioral Anchor: • Demonstrates willingness to admit errors, accept feedback | Behavioral Anchor: Reflects on supervision process, areas of strength and those needing improvement Seeks supervision to improve performance, presenting work for feedback, and integrating feedback into performance | Behavioral Anchor: Provides supervision to less advanced students, peers or other service providers in typical cases appropriate to the service setting. |
| F. Ethical and Legal Issues Readiness for Practicum | Boodings for Internation | Boodings for Entry to Breating |
| Essential Component: Knowledge of principles of ethical practice and basic skills in supervisory ethical decision making, knowledge of legal and regulatory issues in supervision | Readiness for Internship Essential Component: Knowledge of and compliance with ethical/professional codes, standards and guidelines; institutional policies; laws, statutes, rules, regulations, and case law relevant to the practice of psychology and its supervision | Readiness for Entry to Practice Essential Component: Command of and application of relevant ethical, legal, and professional standards and guidelines |
| Behavioral Anchor: • Demonstrates understanding of this knowledge (e.g., APA 2002 ethical principles) | Behavioral Anchor: Behaves ethically Recognizes ethical and legal issues in clinical practice and supervision | Behavioral Anchor: Spontaneously and reliably identifies complex ethical and legal issues in supervision, and analyzes and proactively addresses them Demonstrates awareness of |

| | potential conflicts in complex ethical |
|--|--|
| | and legal issues in supervision |

| | Developmental Level | |
|---|---|---|
| A. Knowledge | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Awareness of theories of learning and how they impact teaching | Essential Component: Knowledge of didactic learning strategies and how to accommodate developmental and individual differences | Essential Component: Knowledge of outcome assessment of teaching effectiveness |
| Behavioral Anchor Observes differences in teaching styles and need for response to different learning skills | Behavioral Anchor: Demonstrates knowledge of one learning strategy Demonstrates clear communication skills | Behavioral Anchor: Demonstrates knowledge of one technique of outcome assessment Demonstrates knowledge of methodological considerations in assessment of teaching effectiveness |
| B. SKILLS | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Knowledge of application of teaching methods | Essential Component: Application of teaching methods in multiple settings | Essential Component: Evaluation of effectiveness of learning/teaching strategies addressing key skill sets |
| Behavioral Anchor: Demonstrates example of application of teaching method Demonstrates ability to organize and present information related to a topic | Behavioral Anchor: Identifies and differentiates factors for implementing particular teaching methods Demonstrates accommodation to diverse others (e.g., cultural, individual, and role differences, including those based on age, gender, gender identity, race, ethnicity, culture, national origin, religion, sexual orientation, disability, language, and socioeconomic status) and context Introduces innovation/creativity into application of teaching method | Behavioral Anchor: Demonstrates strategy to evaluate teaching effectiveness of targeted skill sets Articulates concepts to be taught and research/empirical support Utilizes evaluation strategy to assess learning objectives met Integrates feedback to modify future teaching strategies |

| Management-administration - Manage the direct delivery of services (DDS) and/or the administration of organizations, programs, or agencies (OPA). | | |
|--|---|---|
| Developmental Level | | |
| A. Management | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential component: Awareness of roles of management in organizations | Essential component: Participates in management of direct delivery of professional services; responds appropriately in management hierarchy | Essential component: Manages direct delivery of professional services; awareness of basic principles of resource allocation and oversight |
| Behavioral Anchor: Articulates understanding of management role in own organization(s) | Behavioral Anchor: Responds appropriately to managers and subordinates Manages DDS under supervision, e.g., scheduling, billing, maintenance of records identifies responsibilities, challenges, and processes of management | Behavioral Anchor Independently and regularly manages and evaluates own DDS, identifying opportunities for improvement. Recognizes role of and need for clerical and other staff, role of human resources |
| B. Administration | | |
| Readiness for Practicum Essential component: Awareness of the functions of policies and procedures, ability to comply with regulations. Behavioral Anchor: • Completes assignments by due dates • Complies with relevant regulations • Responds appropriately to direction provided by managers | Readiness for Internship Essential Component: Knowledge of and ability to effectively function within professional settings and organizations, including compliance with policies and procedures. Behavioral Anchor: • Articulates approved organizational policies and procedures • Completes reports and other assignments promptly • Complies with record-keeping guidelines • Demonstrates understanding of quality improvement (QI) procedures in direct delivery of services basic management of direct services, QI procedures | Readiness for Entry to Practice Essential Component: Awareness of principles of policy and procedures manual for OPA, awareness of basic business, financial and fiscal management issues; Behavioral Anchor • Responds promptly to organizational demands • Participates in the development of policies • Functions within budget • Negotiates and collects fees, pays bills. • Uses technological resources for information management. • Identifies resources needed to develop a basic business plan |
| C. Leadership Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: No pre-practicum expectation. | Essential Component: Recognition of own role in creating policy, participation in system change, and management structure | Essential Component: Development of mission, goalsetting, implementing systems to accomplish goals and objectives; team-building and motivational skills |
| | Behavioral Anchor: | Behavioral Anchor: |

| | Articulates agency mission and purpose and its connection to goals & objectives Implements procedures to accomplish goals and objectives | Develops mission or purpose of DDS and/or OPA Provides others with face to face and written direction Demonstrates capacity to develop system for evaluating supervisees/staff/employees. |
|--|---|---|
| | | Communicates appropriately to parties at all levels in the system |
| D. Evaluation of Management an | d Leadership | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: | Essential Component: | Essential Component: |
| Autonomous judgment of organization's management and leadership | Able to develop and prepared to offer constructive criticism and suggestions regarding management and leadership of organization. | Develops own plans for how best to manage and lead an organization |
| Behavioral Anchor: Applies theories of effective management and leadership to form an evaluation of organization | Behavioral Anchor: Identifies strengths and weaknesses of management and leadership or organization Provides input appropriately, participates in organizational assessment | Behavioral Anchor: Articulates steps and actions to be effective manager or leader appropriate to the specifics of the organization |

| Advocacy – Actions targeting the impact of social, political, economic or cultural factors to promote change at the individual (client), institutional, and/or systems level | | |
|--|---|---|
| | Developmental Level | |
| A. Empowerment | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Awareness of social, political, economic and cultural factors that impact individuals, institutions and systems, in addition to other factors that may lead them to seek intervention | Essential Component: Uses awareness of the social, political, economic or cultural factors that may impact human development in the context of service provision | Essential Component: Intervenes with client to promote action on factors impacting development and functioning |
| Behavioral Anchor: Articulates social, political, economic or cultural factors that may impact on human development and functioning. | Behavioral Anchor: Identifies specific barriers to client improvement, e.g., lack of access to resources Assists client in development of self-advocacy plans | Behavioral Anchor: • Promotes client self-advocacy • Assesses implementation and outcome of client's self-advocacy plans |
| B. Systems Change | | |
| Readiness for Practicum | Readiness for Internship | Readiness for Entry to Practice |
| Essential Component: Understanding the differences between individual and institutional level interventions and system's level change | Essential Component: Promotes change to enhance the functioning of individuals | Essential Component: Promotes change at the level of institutions, community, or society |
| Behavioral Anchor: Articulates role of therapist as change agent outside of direct patient contact | Behavioral Anchor: Identifies target issues/agencies most relevant to specific issue Formulates and engages in plan for action Demonstrates understanding of appropriate boundaries and times to advocate on behalf of client | Behavioral Anchor: Develops alliances with relevant individuals and groups Engages with groups with differing viewpoints around issue to promote change |