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	 Evaluate Each Staff Member's Performance; V Administrative Supervisors: Design, Maintain and Improve an Effective and Effcient Service Delivery System for Clients; 15 Operationalize the Vision for the Department; 16 Acquire and Manage Resources; 17 Improve Continuously the Counseling Service Delivery System; 18 Lead the Process to Plan, Design, Deliver, Evaluate and Enhance the Service Delivery System; VI Administrative Supervisors: Strive Continuously for Excellence in Fulfillment of Their Administrative Supervision Responsibilities 19 Develop Continually Your Own Supervisory CompetenceAppendixes; Appendix A Standards for Counseling Supervisors: Appendix B Ethical Guidelines for Counseling Supervisors: Association for Counselor Education and Supervision; Appendix C Multicultural Counseling Competencies and Standards; References; Index
Sommario/riassunto	Sponsored by the Association for Counselor Education and Supervision. To deliver excellent, culturally responsive services to clients, a successful administrative supervisor must provide leadership to professional counselors, manage counseling services, and work effectively within their agency. The New Handbook of Administrative Supervision in Counseling is written for first line supervisors who work in mental health agencies, private practices, or in a schools. It highlights the skills needed to fulfill eighteen job responsibilities such as implementing your vision,