



ALLIANCE
PSYCHOLOGY

Postdoctoral Fellowship
in
Clinical Psychology

Training Manual

Member of the Association of Psychology Postdoctoral and Internship Centers
(APPIC)

www.alliancepsychologytx.com

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Introduction

Welcome and thank you for your interest in the Alliance Psychology Postdoctoral Fellowship, an APPIC-member training program nested within the Alliance group private practice.

We seek individuals who have received rigorous training within the field of psychological practice, as indicated by having completed a doctoral degree in either clinical or counseling psychology. Applicants should demonstrate both academic and practical knowledge of providing psychological care, and must have earned a degree from a university-based program (PhD or PsyD) that has been accredited by either the American or Canadian Psychological Associations (APA, CPA). As such, applicants must also have completed the equivalent of their doctoral dissertation and should be working towards obtaining licensure.

As our fellowship exists within a group private practice setting, we are seeking individuals who exhibit interest in and an affinity for working in a collaborative, collegial environment that prioritizes consultation, case conference presentations, psychological assessment and report writing, as well as a primary interest in providing individual, family, and group psychotherapy. We look for individuals from a variety of theoretical orientations who are able to demonstrate complex case conceptualizations that inform treatment planning. Additionally, applicants should demonstrate openness, vulnerability, and initiative.

Training within the Alliance Psychology Postdoctoral Fellowship will afford individuals the opportunity to live and breathe the unique world of a group private practice from a clinical, community, and administrative perspective. Fellows will learn how to grow and maintain a caseload that includes both therapy and assessment, all the while participating in regularly held consultation, business development meetings, and clinical supervision. The Alliance Psychology Postdoctoral Fellowship fosters a learning environment that prioritizes quality of care, as well as the resources needed to grow and maintain a sustainable clinical practice.

Program Description

Alliance Psychology's Postdoctoral Fellowship is built upon the core principles of working within a sustainable private practice. These principles emphasize providing quality psychological services to a diverse clinical population, developing a strong sense of clinical self-awareness through rigorous training, and collaborating within a collegial environment. The fellowship embraces the **practitioner-scholar** model of clinical and counseling psychology, prioritizing psychological practice that is informed by research, theory, and consultation.

Postdoctoral Fellows will gradually build a full caseload through Alliance's referral network. Through supervision, didactics, and consultation, they will learn the fundamentals of setting the

professional and therapeutic frame that leads to both practice sustainability and quality treatment. The Alliance Psychology Postdoctoral Fellowship provides the necessary postdoctoral training and supervision hours required for licensure to practice psychology within the state of Texas.

In addition to building and maintaining a caseload of individual, couples, and family therapy, Fellows will maintain a regular caseload of psychological testing throughout the course of their training. This blend of psychotherapy and testing reflects the value of Fellows being trained as robust, generalist clinicians. Psychological testing cases will be comprehensive in nature, covering a range of cognitive, achievement, personality, projective, and neurodevelopmental measures. Additionally, Fellows will co-facilitate therapy process groups with a licensed member of the Alliance staff, all the while participating in clinical supervision. Groups will be facilitated on premises at the Alliance group practice, or at a participating affiliate site (e.g., Baylor College of Medicine, UT Health).

In embracing the practitioner-scholar model, we require Fellows to follow a structured training curriculum that features regularly scheduled clinical supervision (2 hours per week), as well as dedicated hours for clinical work (average of 20 direct service hours per week under a full caseload), clinical case conference and business development, and administrative time. The Alliance Psychology Postdoctoral Fellowship is a full-time position, requiring Fellows to be present on site approximately 40 hours per week.

Training Staff

As it is nested within the larger Alliance group practice, the Alliance Psychology Postdoctoral Fellowship faculty is composed of several members of Alliance's full-time staff. Currently, full-time faculty members include:

Dr. Joshua Essery, PsyD, ABPP - Co-founder, Managing Partner, Supervisor

Dr. Essery provides psychodynamically-informed psychotherapy and psychological assessment services to individuals, families, couples, and groups. In addition to direct clinical services, Dr. Essery provides clinical supervision to mental health professionals, educational presentations to organizations, executive coaching to business leaders and organizational consulting services.

Dr. Megan Lawson, PsyD, ABPP - Co-founder, Managing Partner, Supervisor

Dr. Lawson has experience working in a variety of settings with children, adolescents, adults, and families. She has extensive experience with psychological testing. She has been trained to provide neurodevelopmental evaluations, has specialty training related to diagnosing autism spectrum disorder, and often provides consultation on cases where autism is a possible diagnosis.

Dr. Elias Barghash, PsyD - Training director, Supervisor

Dr. Barghash provides psychodynamically informed therapy and assessments to individuals, families, and groups. Dr. Barghash completed his postdoctoral fellowship in grief-focused psychotherapy and end-of-life care. As a member of the Arab community, Dr. Barghash holds a special interest in working with individuals of Middle Eastern / North African (MENA) descent. His other areas of clinical focus include grief, self-esteem, identity exploration, the impact of relationship patterns, gender dynamics, culture, and sexuality.

Dr. Emily Muszynski, PsyD - Supervisor

Dr. Muszynski provides psychotherapy to individuals and families across the lifespan, as well as psychological evaluations for both children and adults. She practices from a trauma-informed approach, taking special care to recognize the traumas and past experiences that impact present day concerns. She is trained in a number of trauma treatments, including Eye Movement Desensitization and Reprocessing (EMDR) therapy, and is passionate about community outreach, training, and teaching

In addition to the above clinicians, fellows will regularly interact, consult, and collaborate with the current part-time and full-time staff of Alliance, all of whom are present at weekly case conferences and can be found on the [Alliance practice website](#).

Aims and Competencies

The Alliance Psychology Postdoctoral Fellowship aims to prepare Fellows as generalist practitioners who excel in providing quality psychotherapy and psychological testing services to a diverse range of individuals, couples, and families.

The future of psychology is strengthened by the compassionate, rigorously trained psychologists who populate the field. This Fellowship fosters the development of such psychologists by emphasizing quality training, patient-centered care, and sustainable, ethical practice. The program's structure ensures that Fellows attain Level 1 advanced, profession-wide competencies and Level 2 advanced, program-specific competencies fundamental to the practice of clinical psychology.

Level 1: Profession-Wide Competencies

Aim 1: Science to Practice

Fellows incorporate scientific knowledge, e.g., psychological research as well as theory, into the practice of psychotherapy and assessment. As such, fellows will:

- Critically evaluate research findings across various areas relevant to the practice of psychology, including research, therapy, and attachment.
- Actively seek scientific research and information pertinent to the practice of psychology such that it attends to the cognitive, affective, behavioral, and developmental aspects of psychological health, development, attachment, personality, and pathology.
- Apply existing psychological theory and research knowledge to conceptualize patients, devise effective treatment plans, and coordinate appropriate referrals.
- Communicate and share relevant aspects of psychological research through consultations, case presentations, clinical supervision, and didactic seminars.

Aim 2: Inclusivity and Diversity

Fellows demonstrate respect for all people by adopting an attitude of cultural humility, openness, and curiosity. Through supervision, case conference, and didactics, Fellows will continuously develop their awareness and understanding of cultural diversity and individual differences in others whom they encounter, both professionally and clinically. Fellows will:

- Recognize how their own personal/cultural history, attitudes, and biases impact their understanding of and interactions with people different from themselves.
- Demonstrate knowledge of current theoretical and empirical research as it relates to diversity considerations in all professional activities, including research, training, supervision, consultation, and clinical services.
- Apply a theoretical framework for attending to diversity factors that are new or otherwise not previously encountered.
- Integrate their own self-awareness and reflection with a professional, clinical approach that employs empathy, sensitivity, and curiosity toward clinical case conceptualizations.
- Demonstrate respect and humility towards others such that it creates a welcoming environment for all people and enriches their case conceptualizations.

Aim 3: Ethical and Legal Standards

Fellows will demonstrate genuineness in their endeavors to uphold the ethical and legal standards of the profession of Psychology. Fellows will:

- Demonstrate a working knowledge of APA's Ethical Principles of Psychologists and Code of Conduct, employing this knowledge in such a way that it informs their clinical practice.
- Demonstrate a working knowledge of the Texas Behavioral Health Executive Council (TBHEC)'s rules and regulations governing the practice of Psychology.
- Demonstrate a working knowledge of Federal (e.g., HIPAA), state, and local laws, regulations, and policies, employing this knowledge in such a way that it informs their clinical practice.
- Recognize ethical dilemmas as they arise in the course of clinical practice or professional activity, and apply sound decision-making and consultation processes to resolve such dilemmas.
- Articulate and implement a sound model for ethical decision-making.
- Accurately represent themselves with authenticity and genuineness in the course of their clinical practice and professional relationships.

Level 2: Program Specific Competencies

Aim 4: Intervention

Fellows will demonstrate self-awareness as well as advanced skills in evidence-based psychological intervention within the scope of individual, family, couple's, and group psychotherapy. These skills include:

- Establishing and maintaining rapport with patients (and, where appropriate, their family members) in the service of building a strong therapeutic alliance.
- Integrating a sociocultural, developmental, and systems-based approach to conceptualizing patients from which treatment plans will be formed and implemented.
- Understanding how a patient's resistance both to treatment and within treatment is central to the patient's overall conceptualization.
- Providing a broad array of psychotherapeutic interventions to patients, including crisis intervention, individual psychotherapy, family and couple's psychotherapy, as well as group psychotherapy, articulated from a theoretical and empirical approach.
- Coordinating effective consultation between themselves and other providers such that the treatment of their and other clinicians' patients receive the utmost attention and care.
- Developing a keen sense of self-awareness such that they are able to comprehend and manage transference and countertransference dynamics as they arise in the course of psychotherapy, including but not limited to dynamics relating to authority and power.
- Documenting and maintaining ethical record-keeping in a secure and timely fashion.
- Performing ongoing evaluation of intervention effectiveness and determining when further psychological evaluation and assessment are warranted.

Aim 5: Psychological Assessment

Fellows will demonstrate advanced competence in psychological assessment as both a diagnostic tool and therapeutic intervention in and of itself. In developing advanced competence in assessment, fellows will:

- Effectively conduct diagnostic and intake interviews in a socioculturally sensitive and mindful manner, taking care to adjust their process and approach depending on the nature of the referral.
- Gather information from multiple sources where warranted to inform the comprehensive nature of their assessments.
- Demonstrate an advanced understanding of testing instruments, including how to score and interpret clinical data.
- Attend to factors of diversity when performing assessments, appropriately considering factors pertaining to age, gender, spirituality, and other forms of identity.
- Select, administer, score, and interpret psychometric instruments which reflect best clinical practices in both assessment and measurement, covering a range of cognitive, achievement, neurodevelopment, projective, and personality measures.
- Write comprehensive assessment reports that integrate testing results with clinical information gathered from multiple sources. These data will be then synthesized towards case conceptualizations that will then inform diagnostic impressions and treatment recommendations.
- Communicate and discuss findings to patients and/or families at the conclusion of the psychological evaluation.

Aim 6: Sustainable Clinical Practice

Fellows will develop a unique foundation for building and maintaining a caseload within the framework of an interdisciplinary, group private practice setting. Within this environment, Fellows will:

- Learn to operate with autonomy with regards to treatment planning, provision of psychological services, and administrative duties.
- Employ the clinical authority and judgment necessary to forge a strong therapeutic frame with their patients, one that attends to power dynamics and preserves their and their patients' well-being and health.
- Organize and structure the administrative aspects of a private practice caseload, including scheduling, billing, and documentation while maintaining a sustainable work-life balance through boundaries.

- Understand the unique aspects of treating patients in private practice, attending to the element of money, financial stability, and fiduciary responsibility as part of the therapeutic frame.
- Manage and monitor their caseload such that balance is maintained between the volume of patients being treated, the frequency of sessions, and the quality of psychological services provided.

Facilities

The Alliance Psychology Postdoctoral Fellowship is primarily housed within the Alliance Psychology private practice office building, located in San Antonio, Texas. The practice staffs eight full-time and three part-time clinicians, composed of licensed psychologists, as well as one licensed professional counselor supervisor, one licensed clinical social worker supervisor, and one psychiatrist. In keeping with its value as a sustainable practice, Alliance is growing. As this occurs, the staff as well as the facility are projected to expand in the future.



The single-story building features state of the art construction in the form of noise insulated windows and doors, privacy blinds for all office windows, as well as a noise canceling sound system that promotes patient privacy and discretion.



Built in 2022, the Alliance office building is a modern facility with fully furnished therapy offices, as well as a dedicated group therapy room that additionally serves as a meeting room for didactics, staff meetings, and weekly case conference.



Alliance maintains a robust supply of testing instruments and materials within its testing closet, which Fellows and staff are all able to make use of. Additional amenities include a dedicated waiting room for patients, and a separate staff entrance that is secured with a keyfob entry. Fellows and staff are able to make use of all amenities provided within the kitchen, as well as testing materials and office supplies stored in the testing closet.

The Alliance office building is accessible to all individuals, and is compliant with the Americans with Disabilities Act (ADA). Populations served at Alliance include children, adolescents, adults, couples, and families. While Alliance does not discriminate on the basis of language spoken, services are limited to the languages spoken by providers offering services. As a sustainable practice, Alliance is a private pay clinic whose providers do not accept insurance, but are able to provide out-of-network reimbursement forms to patients who wish to submit claims.

Program / Learning Activities

To facilitate Fellows meeting the aims and competencies of our training program, the Alliance Psychology Postdoctoral Fellowship is structured around five pillars of training:

1. Individual Supervision
2. Case Conference
3. Clinical Experience (psychotherapy, psychological testing)
4. Business Development

5. Continuing Education & Professional Development

Individual Supervision

Weekly individual supervision (2 hours per week) is a cornerstone of the Alliance Psychology Postdoctoral Fellowship. Much like the therapeutic relationship is built upon a working alliance, so too is the supervisory relationship. Working with two different supervisors will allow Fellows to benefit from differing professional styles and perspectives. Supervision is aimed to help Fellows develop their sense of autonomy and clinical judgment, all the while utilizing a competency-based framework to set supervision goals and monitor growth.

Fellows will be paired with two supervising psychologists and will receive one (1) hour of individual supervision with each psychologist per week. Fellows will meet face-to-face with their supervisors throughout the training year, typically in the supervisor's office. These supervisors are duly trained and licensed, doctoral-level psychologists who maintain overall responsibility for all of a Fellow's training activities. As such, all patients whom Fellows provide services to are treated under the license of the supervising psychologists.

Supervisors will review and cosign all progress notes and testing reports, and provide oversight of the Fellow's clinical activities. Fellows are expected to be active collaborators in supervision, and will work with their supervisors to identify areas of clinical growth and development. Fellows must prioritize the supervisory relationship by maintaining attendance and coming prepared to supervision sessions.

Case Conference

As a group practice, Alliance staff participate in weekly case conferences, held every Wednesday from 10:30 to 11:30 am. Full-time and part-time staff attend case conferences each week, operating on a scheduled rotation of presenters to discuss unique and/or challenging therapy and psychological testing cases. Fellows will attend these weekly case conferences, and are included in the assigned rotation of presenters (and "nurturers," who supply food for that week).

The aim of case conference is to foster clinical growth through both consultation and professional presentation in a structured, collegial environment. As presenters, Fellows are expected to coherently present case information while promoting discussion and disclosing areas in which they are struggling with a particular case. Vulnerability, collaboration, and conceptualization are key aspects of case conferences. Fellows may be asked challenging questions by other staff, all in the service of promoting inward reflection, therapeutic growth, and self-awareness of one's clinical "blind spots."

Receiving consultation through case conference is just as important as providing consultation to other providers. As discussants, Fellows will be expected to actively participate in case conferences by asking questions and offering their own clinical interpretations of presented information. Additional discussants outside of Alliance are regularly invited to participate in case conferences as well.

Clinical Experience

Through appropriate referrals generated by Alliance, Fellows will gradually accrue a therapy caseload of at least twenty (20) hours per week of face-to-face clinical hours. Fellows will also maintain a caseload of one (1) psychological testing case per month. Providing psychological services to an array of individuals, couples, and families will comprise the majority of the direct service hours Fellows will provide throughout the course of their training year.

Additionally, Fellows will co-lead therapy groups with other licensed providers at Alliance, typically one of their clinical supervisors. Fellows will have the opportunity to co-facilitate such a group in the physical group room at the Alliance practice office. Depending on availability and need at affiliated partner sites, Fellows may also have an opportunity to provide psychological services to patients from the Cystic Fibrosis Clinic at UT Health, as well as medical residents within the Baylor College of Medicine.

Business Development

Weekly business development meetings are held at Alliance every Tuesday from 2:00 to 3:00 pm. These meetings are attended by all full-time staff. During these meetings, Fellows – along with other full-time staff – will report on their weekly caseload “numbers” as a way to track and monitor the sustainability of their caseload throughout the course of the year. Fellows are also expected to actively participate and engage in discussions around organizational values, case management, marketing, professional development, and general business matters of working within a group practice.

A sustainable group practice is able to remain so through regular meetings that serve to keep the group connected. This is done through the aforementioned discussion, as well as the necessary emotional processing that allows the group and Fellows to feel supported and cared for. These meetings also offer a unique opportunity for Fellows and other staff to voice challenging clinical and administrative obstacles. By identifying such dilemmas, Fellows will learn how to attend to matters that impact the therapeutic frame, which in turn impact practice stability and sustainability.

Continuing Education & Professional Development

As a future licensed professional, it is important for Fellows to understand the importance of continuing their education within the field of psychology. Once per month, Fellows will attend continuing education presentations covered by Alliance. Specifically, Alliance Psychology will pay for Fellows to be members of the San Antonio Society for Psychoanalytic Studies (SASPS). SASPS holds monthly meetings covering a wide array of topics related to the field of psychology, facilitated by one to two clinicians, and attended by a wide array of mental health professionals within the San Antonio area.

These discussions serve as ways for Fellows to accrue continuing education hours, all the while participating in scholarly article discussions. These monthly meetings also serve as an informal opportunity for growth through professional networking and community building.

Evaluation

The Alliance Psychology Postdoctoral Fellowship exists within a professional environment that prioritizes direct, evaluative feedback that is continuous throughout the year, and bidirectional in its approach. We believe in providing structured feedback to Fellows throughout the year, with Fellows being expected to similarly provide feedback to their supervisors. Evaluation of Fellows is based on their performance on the six advanced competencies on which our curriculum is based.

1. Science to Practice
2. Inclusivity & Diversity
3. Ethical and Legal Standards
4. Intervention
5. Psychological Assessment
6. Sustainable Clinical Practice

These Level 1 and Level 2 competencies are encompassed within the areas in which Fellows will be evaluated. At the beginning of the training year (with input from their primary supervisors), an individual training plan will be developed for Fellows that reflects their goals. Such a training plan will be used in tandem with a formal evaluation tool to assess the progress Fellows are making toward advanced competency along the above six aims.

The formal evaluation process occurs semi-annually – after the first six months in the program, and once more at the conclusion of the program. These evaluations incorporate the individual training plan as well as the program’s evaluation rubric. Fellows will be encouraged to offer their own impressions of their growth, all the while being evaluated by their supervisors.

In addition to their own evaluations, Fellows will formally evaluate the training program as well as their supervisors. As stated within our Aims and Competencies, a principle we adhere to is attending to dynamics of power and authority. As such, it is important for Fellows to feel safe and supported within the context of providing feedback. If at any point throughout the year Fellows experience anything they wish to communicate as a point of grievance, they will be supported in their decision to do so in a way that adheres to the grievance policy and due process of the Alliance Psychology Postdoctoral Fellowship. If, during the course of a Fellow's evaluation, it is determined that a Fellow is not meeting the expected levels of competence, the Fellow's supervisor(s) will initiate due process procedures. Elaboration on these due process procedures can be found within the **Due Process** section of the Training Manual below.

Application Requirements and Interview Process

Applicants for the Alliance Psychology Postdoctoral Fellowship must have a completed doctoral degree in Clinical Psychology or Counseling Psychology from a university-based program (PhD or PsyD) accredited by either the American Psychological Association (APA) or the Canadian Psychological Association (CPA) by their Fellowship start date. Additionally, applicants should have completed a one-year doctoral internship accredited by the APA or CPA by their Fellowship start date. In recruitment and selection of postdoctoral fellows, Alliance Psychology does not discriminate on the basis of race, ethnicity, color, religion, sex, sexual orientation, gender identity, national origin, primary language, age, disability, genetic information, veteran status, or any protected characteristic under applicable law.

Applications for the Alliance Psychology Postdoctoral Fellowship are accepted beginning October 1, 2024, and the application deadline is January 4, 2025. Individuals wishing to apply to the fellowship must submit the following materials:

- Cover Letter / Letter of Intent
- Curriculum Vitae
- 2 Letters of Recommendation
- Deidentified copy of a comprehensive evaluation

Applicants may apply through APPIC's centralized postdoctoral application system (APPA CAS) to complete an application. Alternatively, application materials can be emailed directly to dressery@alliancepsychologytx.com. Review of applications will commence immediately once they are received. Select applicants will be notified by January 8, 2025, and will be invited for an interview on the following dates:

February 7, 2025

February 14, 2025

Interviews will be conducted in person. While technology has expanded options for both interviewing as well as psychological services, Alliance prioritizes a framework built upon an in-person, face-to-face environment. On a case by case basis, we can accommodate applicants located elsewhere in the world with a virtual portion of the interview process provided the applicant feels the Alliance Psychology Postdoctoral Fellowship is a strong fit for their training goals.

Compensation & Benefits

The unique nature of billing and compensation within a private practice setting can lead to conflict for some applicants. While the financial pressure to survive and thrive in private practice is a reality, a base salary of \$45,000 is associated with the Alliance Psychology Postdoctoral Fellowship. Fellows are paid a gross sum of \$1,875 on the 1st and 15th of each calendar month. These monies are gross wages, subject to deduction for personal business and other personally-elected expenses, as well as general withholdings (i.e. FIT & FICA).

Despite the salaried nature of the Fellowship, Fellows will be responsible for billing and collecting fees associated with all services rendered. As mentioned in the Aims, learning this process is instrumental to sustainability in private practice, and reflects an important part of the interpersonal, therapeutic frame with patients. A Fellow's salary will not be impacted by either the quantity of services provided or the amount of billed.

Both professionally and clinically, money represents an important symbol for all people. Processing potential conflicts surrounding money is encouraged and normalized within supervision. In addition to the base salary, Alliance will provide fellows with the following resources to enhance their capacity to deliver quality patient care:

- Malpractice Insurance
- Fully furnished offices
- Access to our electronic health record (EHR) and patient scheduling system
- Access to our credit card payment service
- Access to our app-based phone service
- Testing kits, materials, and record forms
- Marketing efforts including, but not limited to, website presence, business cards, and actively informing referral sources and personal networks of your services
- Reimbursement for up to \$450 for obtaining Provisionally Licensed Psychologist license
- Four texts to use in conjunction with your training and supervision
- Membership to the San Antonio Society for Psychoanalytic Studies

- Membership to the San Antonio Group Psychotherapy Society
- After you have collected fees for 500 patient hours, Alliance will reimburse you for up to \$1500 of expenses for attending a national professional conference of choice

Fellows are responsible for supplying their own device (either in the form of a fully functional tablet or computer) with which to operate our EHR and engage in all administrative and clinical aspects of the Fellowship.

Accreditation Status

The Alliance Psychology Postdoctoral Fellowship has submitted an application for APPIC membership. At this time, the fellowship is not accredited by the APA. Any questions about accreditation may be directed to Josh Essery, PsyD, ABPP at dressery@alliancepsychologytx.com.

Grievance Policy

Through distribution of the Training Manual at the start of the Fellowship year, Fellows will be clearly informed about the nature of the Alliance Psychology Postdoctoral Fellowship grievance procedures. This will be supplied as a hardcopy upon the start of Fellowship, as well as electronically. For prospective applicants, an electronic copy of the Training Manual (and the Grievance Policy contained therein) can be referenced year-round on the Alliance Psychology Postdoctoral Fellowship website (www.alliancepsychologytx.com).

Grievance Procedures are implemented in situations in which a Fellow raises a concern about a supervisor or other staff, trainee, or any aspect of the organization. Fellows who pursue grievances in good faith will not experience any adverse professional consequences. Additionally, Alliance staff will employ sensitivity while attending to power dynamics. For situations in which a trainee raises a grievance about a supervisor, staff member, trainee, or the organization:

Informal Review

First, the Fellow should raise the issue as soon as feasible with the involved supervisor, staff member, or the Alliance ownership in an effort to resolve the problem informally.

Formal Review

If the matter cannot be satisfactorily resolved using informal means, the Fellow may submit a formal grievance in writing to the Alliance owners. If the owner(s) is the object of the grievance,

the grievance should be submitted to the most senior staff psychologist in the practice. The individual being grieved will be asked to submit a response in writing. The owner (or most senior staff psychologist, if appropriate) will meet with the Fellow and the individual being grieved within 10 working days. In some cases, the owner or most senior psychologist may wish to meet with the Fellow and the individual being grieved separately first. In cases where the Fellow is submitting a grievance related to some aspect of the organization rather than an individual (e.g. issues with policies, curriculum, etc.) the owner and senior staff psychologist will meet with the Fellow jointly. The goal of the joint meeting is to develop a plan of action to resolve the matter. The plan of action will include:

- a) The behavior/issue associated with the grievance;
- b) The specific steps to rectify the problem; and,
- c) Procedures designed to ascertain whether the problem has been appropriately rectified.

The owner or senior staff psychologist will document the process and outcome of the meeting. The Fellow and the individual being grieved, if applicable, will be asked to report back to the owner or other senior staff psychologist in writing within 10 working days regarding whether the issue has been adequately resolved. If the plan of action fails, the owner or senior staff psychologist will convene a review panel consisting of themselves and at least two other licensed psychologists in the practice within 10 working days. The Fellow may request a specific member of the staff to serve on the review panel. The review panel will review all written materials and have an opportunity to interview the parties involved or any other individuals with relevant information. The review panel has final discretion regarding outcome.

If the review panel determines that a grievance against a staff member cannot be resolved or is not appropriate to be resolved, then the issue will be turned over to the ownership in order to determine an appropriate outcome.

Due Process

Similar to the Grievance Policy, Fellows will be clearly informed about the nature of the Alliance Psychology Postdoctoral Fellowship due process policy. The Training Manual will be supplied to Fellows as a hardcopy upon the start of Fellowship, as well as electronically. For prospective applicants, an electronic copy of the Training Manual (and the Due Process section contained therein) can be referenced year-round on the Alliance Psychology Postdoctoral Fellowship website (www.alliancepsychologytx.com).

Due Process Procedures are implemented in situations in which a supervisor or other staff member raises a concern about the functioning of a clinical trainee (e.g., a Fellow) under supervision. Alliance Psychology Due Process procedures occur in a stepwise fashion, involving

greater levels of intervention as a problem increases in persistence, complexity, or level of disruption.

Rights and Responsibilities

These procedures are a protection of the rights of the trainee, supervisor, staff and the organization, and also carry responsibilities for all parties.

Trainees: The trainee has the right to be afforded with every reasonable opportunity to remediate problems. These procedures are not intended to be punitive; rather, they are meant as a structured opportunity for the trainee to receive support and assistance in order to remediate concerns. The trainee has the right to be treated in a manner that is respectful, professional, and ethical. The trainee has the right to participate in the Due Process procedures by having their viewpoint heard at each step in the process. The trainee has the right to appeal decisions with which they disagree, within the limits of this policy. The responsibilities of the trainee include engaging with the other parties and the institution in a manner that is respectful, professional, and ethical, making every reasonable attempt to remediate behavioral and competency concerns, and striving to meet the aims and objectives of the program.

Alliance Psychology (aka the institution/organization): Alliance Psychology and its supervisors and staff have the right to implement these Due Process procedures when they are called for as described below. Alliance and its faculty/staff have the right to be treated in a manner that is respectful, professional, and ethical. The institution has a right to make decisions related to remediation for a trainee, including probation, suspension and termination, within the limits of this policy. The responsibilities of Alliance include engaging with the trainee in a manner that is respectful, professional, and ethical, making every reasonable attempt to support trainees in remediating behavioral and competency concerns, and supporting trainees to the extent possible in successfully completing the training experience.

Definition of a Problem

For purposes of this document, a problem is defined broadly as an interference in professional functioning which is reflected in one or more of the following ways: 1) an inability and/or unwillingness to acquire and integrate professional standards into one's repertoire of professional behavior; 2) an inability to acquire professional skills in order to reach an acceptable level of competency; and/or 3) an inability to control personal stress, psychological dysfunctions, and/or excessive emotional reactions which interfere with professional functioning.

It is a professional judgment as to when an issue becomes a problem that requires remediation. Issues typically become identified as problems that require remediation when they include one or more of the following characteristics:

- 1) the trainee does not acknowledge, understand, or address the problem when it is identified;
- 2) the problem is not merely a reflection of a skill deficit which can be rectified by the scheduled sequence of clinical or didactic training;
- 3) the quality of services delivered by the trainee is sufficiently negatively affected;
- 4) the problem is not restricted to one area of professional functioning;
- 5) a disproportionate amount of attention by training personnel is required;
- 6) the trainee's behavior does not change as a function of feedback, and/or time;
- 7) the problematic behavior has potential for ethical or legal ramifications if not addressed;
- 8) the trainee's behavior negatively impacts the public view of the agency;
- 9) the problematic behavior negatively impacts other trainees;
- 10) the problematic behavior potentially causes harm to a patient; and/or,
- 11) the problematic behavior violates appropriate interpersonal communication with agency staff.

Informal Review

When a supervisor or other staff member(s) believes that an trainee's behavior is becoming problematic or that a trainee is having difficulty consistently demonstrating an expected level of competence, the first step in addressing the issue should be to raise the issue with the trainee directly and as soon as feasible in an attempt to informally resolve the problem. This may include increased supervision, didactic training, and/or structured readings. The supervisor or staff member who raises the concern should monitor the outcome.

Formal Review

If an trainee's problem behavior persists following an attempt to resolve the issue informally, or if a trainee receives a rating of a "4" on any learning element at the first or second quarter evaluation and a "3" on any learning element at the third and fourth quarter evaluations, the following process is initiated:

A. Notice: The trainee will be notified in writing that the issue has been raised to a formal level of review, and that a Hearing will be held.

B. Hearing: The supervisor or staff member(s) will hold a Hearing with all owners of Alliance present within 10 working days of issuing a Notice of Formal Review to discuss the problem and determine what action needs to be taken to address the issue. If the owner(s) of Alliance are the supervisor(s) who is/are raising the issue, an additional staff member who is a licensed psychologist will be included at the Hearing. The trainee will

have the opportunity to present their perspective at the Hearing and/or to provide a written statement related to their response to the problem.

C. Outcome and Next Steps: The result of the Hearing will be any of the following options, to be determined by the owners of Alliance and other staff member(s) who were present at the Hearing. This outcome will be communicated to the trainee in writing within 5 working days of the Hearing:

- 1) Issue “Acknowledgement Notice” which formally acknowledges:
 - a) that the supervisor/staff are aware of and concerned with the problem;
 - b) that the problem has been brought to the attention of the trainee;
 - c) that the supervisor(s) will work with the trainee to specify the steps necessary to rectify the problem or skill deficits addressed by the inadequate evaluation rating; and,
 - d) that the problem is not significant enough to warrant further remedial action at this time.

- 2) Place the trainee on a “Remediation Plan” which defines a relationship such that the owners, through the supervisors and relevant staff, actively and systematically monitor, for a specific length of time, the degree to which the trainee addresses, changes and/or otherwise improves the problematic behavior or skill deficit. The implementation of a Remediation Plan will represent a probationary status for the trainee. The length of the probation period will depend upon the nature of the problem and will be determined by the trainee’s supervisor and the owners. A written Remediation Plan will be shared with the trainee and will include:
 - a) the actual behaviors or skills associated with the problem;
 - b) the specific actions to be taken for rectifying the problem;
 - c) the time frame during which the problem is expected to be ameliorated;
 - d) the procedures designed to ascertain whether the problem has been appropriately remediated; and,
 - e) the Supervisors who are involved with the plan.

At the end of this remediation period as specified in ‘c’ above, the owners will provide a written statement indicating whether or not the problem has been remediated. This statement will become part of the trainee’s permanent file. If the problem has not been remediated, the owners may choose to move to Step D below or may choose to extend the Remediation Plan. The extended Remediation Plan will include all of the information mentioned above and the extended time frame will be specified clearly.

3) Place the trainee on suspension, which would include removing the trainee from all clinical service provision for a specified period of time, during which the organization may support the trainee in obtaining additional didactic training, close mentorship, or engage some other method of remediation. The length of the suspension period will depend upon the nature of the problem and will be determined by the trainee's supervisor and the owners. A written Suspension Plan will be shared with the trainee and will include:

- a) the actual behaviors or skills associated with the problem;
- b) the specific actions to be taken for rectifying the problem;
- c) the time frame during which the problem is expected to be ameliorated;
- d) the procedures designed to ascertain whether the problem has been appropriately remediated; and,
- e) the Supervisors who are involved with the plan.

At the end of this suspension period as specified in 'c' above, the owners will provide to the trainee a written statement indicating whether the problem has been remediated to a level that indicates that the suspension of clinical activities can be lifted. The statement may include a recommendation to place the trainee on a probationary status with a Remediation Plan. In this case, the process in #2 above would be followed. This statement will become part of the trainee's permanent file.

D. If the problem is not rectified through the above processes, or if the problem represents gross misconduct or ethical violations that have the potential to cause harm, the trainee's employment may be terminated. The decision to terminate a trainee's position would be made during a meeting convened within 10 working days of the previous step completed in this process. The owners may decide to suspend an trainee's clinical activities during this period prior to a final decision being made, if warranted.

All time limits mentioned above may be extended by mutual consent within a reasonable limit.

Appeal Process

If the trainee wishes to challenge a decision made at any step in the Due Process procedures, the trainee may request an Appeals Hearing before all clinical supervisors and owners of Alliance. This request must be made in writing to the owners within 5 working days of notification regarding the decision with which the trainee is dissatisfied. If requested, the Appeals Hearing will be conducted by a review panel convened by the owners and consisting of him/herself (or another supervisor, if appropriate) and at least two other members of the practice who are

licensed psychologists. The trainee may request a specific staff member or supervisor to serve on the review panel. The Appeals Hearing will be held within 10 working days of the trainee's request. The review panel will review all written materials and have an opportunity to interview the parties involved or any other individuals with relevant information. The review panel may uphold the decisions made previously or may modify them. Decisions made by the review panel will be shared with the trainee.

If the trainee is dissatisfied with the decision of the review panel, he/she may appeal the decision, in writing, to the owners. Should this occur a consultant from outside the organization will be hired to provide recommendations on resolving the issue(s). Each of these levels of appeal must be submitted in writing within 5 working days of the decision being appealed. The practice owners have final discretion regarding outcome. Decisions made during these appeal processes will be shared with the trainee.