Using the SSSC Supervision Learning Resource to improve supervision experiences

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Let’s start ……..

Imagine someone who has recently joined your team is spending a day with you to become familiar with the workplace and the job role.

They have no previous experience of supervision and have asked you to explain what it’s about.

During a coffee break tell them what supervision is and what your experience is.
Respondents described how, in situations where they perceived leadership to be good, staff ‘training needs are identified, recorded and carried forward into action’; they spoke of the ‘willingness (of staff) to learn from mistakes and take on additional training/development’. The **quality of staff supervision is high** and staff are involved in ‘performance review upwards’, giving feedback on their own managers as well as having regular appraisals themselves (p17)
Theory of Change & Logic Model

**Enablers of good leadership**
- Strategic vision and expectations are clear and communicated well; people feel supported, valued and respected; atmosphere of openness, trust and good relationships; work and achievements are acknowledged; levels of pay are sufficient to recruit and retain good staff; people have a voice and are treated fairly; responsibility is shared; people are self-aware and there is a culture of reflection, learning and development.

**What do good leaders need?**
- Support
- Challenge
- Time to reflect and develop
- Clear communication
- Enabling culture
- Recognition and understanding

**What do good leaders bring?**
- Honesty, openness and authenticity
- Self-awareness
- Resilience
- Courage and vulnerability
- Adaptability
- Knowledge, skills and experience
- Readiness to keep learning
- Curiosity and creativity

**What do good leaders do?**
- Foster shared purpose and set direction
- Make decisions
- Manage change and risk
- Influence
- Motivate, develop and empower
- Communicate well
- Build trust
- Build and sustain relationships
- Understand and learn

**How do good leaders engage?**
- Appreciate the importance of relationships
- Are approachable and responsive
- Model good practice
- Support, coach and mentor
- Are active and purposeful
- Value diversity

**How do people respond?**
- People feel valued
- People feel motivated, empowered and have trust in those around them
- People feel safe and confident to raise issues or give feedback
- Partners engage across boundaries and work together towards shared goals

**What difference does it make?**
- Roles and responsibilities are clear
- People are well informed
- People know what support they will receive
- Partners have mutual respect, share common purpose and value each other’s contribution

**What are the outcomes?**
- A workforce that is trusted, skilled, confident and continually improving
- Services that are responsive and that provide people with good support
- There is an open and transparent culture where feedback and dialogue are valued

**Risks or barriers to good leadership**
- Lack of time for reflection and development; lack of parity and fair terms and conditions; excessive workloads; change fatigue; poor communication; negative or ‘blame’ cultures; micro management; poor systems and processes; social care devalued in society; lack of vision and direction.

https://www.sssc.uk.com/knowledgebase/article/KA-01793/en-us
SSSC Supervision Learning Resource

The Scottish Social Services Council, with the University of Stirling, has produced a supervision learning resource which promotes good practice in supervision across social work and social services in Scotland. It provides opportunities to explore experiences and expectations of different types and approaches to supervision. It draws on examples of good practice and includes resources and templates to support the development of supervision.

Download the full Supervision Learning Resource or choose from the sections below.

1. Introduction
2. Why do supervision?
3. What is supervision?
4. Supervision contracts
5. Different approaches
6. Different types of one-to-one
7. Group supervision
8. Difficult conversations
9. Making the transition
10. Evaluating and reviewing
11. References
12. Examples and templates

Supporting Professional Development
Leadership Capability Indicators
Continuous Learning Framework (CLF)
Access the Learning Log
Leadership Capability Feedback Tool

Jit Scotland.
Leadership stories
developing effective supervision

https://www.iriss.org.uk/resources/reports/leadership-stories-developing-effective-supervision
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http://www.stepintoleadership.info/supervision.html
WHY DO SUPERVISION AT ALL?
WHAT’S YOUR BEST EXPERIENCE OF SUPERVISION, A TIME WHEN YOU FEEL THAT IT WORKS WELL FOR PEOPLE?

If possible, focus on a specific experience such as an actual supervision session.

• What is important?

• What makes it possible?

• What does it look and feel like?
You can use the Codes to support supervision.

Code for employers - 3.5: Provide effective, regular supervision to social service workers to support them to develop and improve through reflective practice.
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