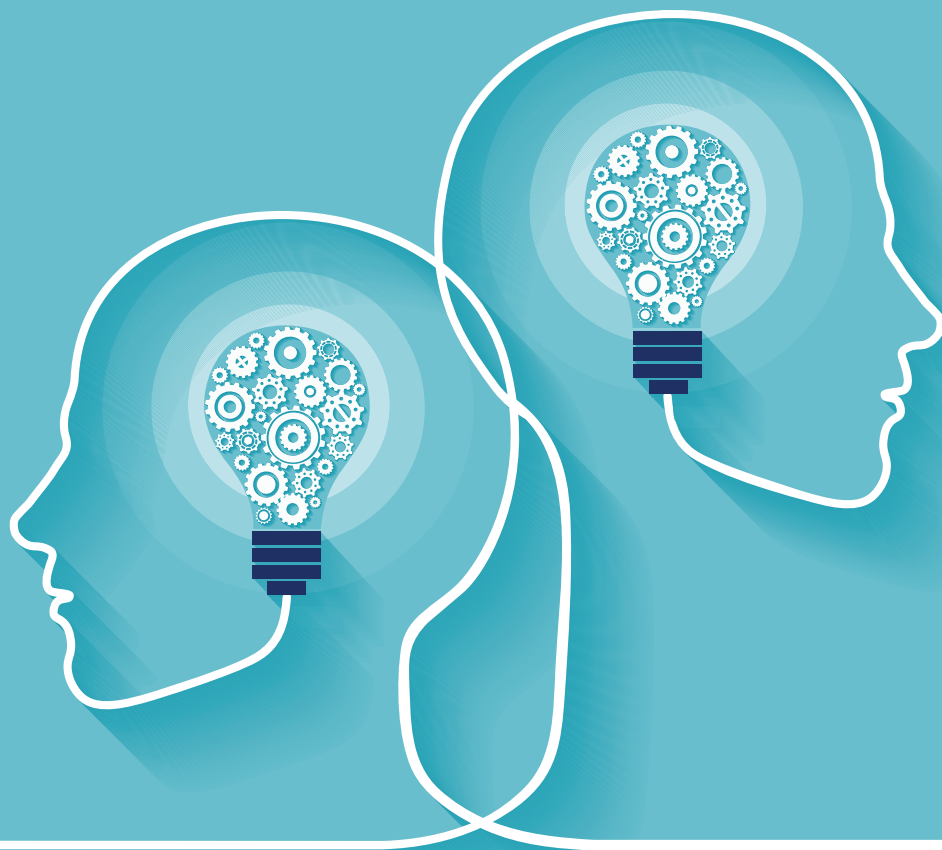


research
in practice



*In Post Qualifying Standards for
Practice Supervisors*
**Model Learning and Development
Programme**

Introduction

Background

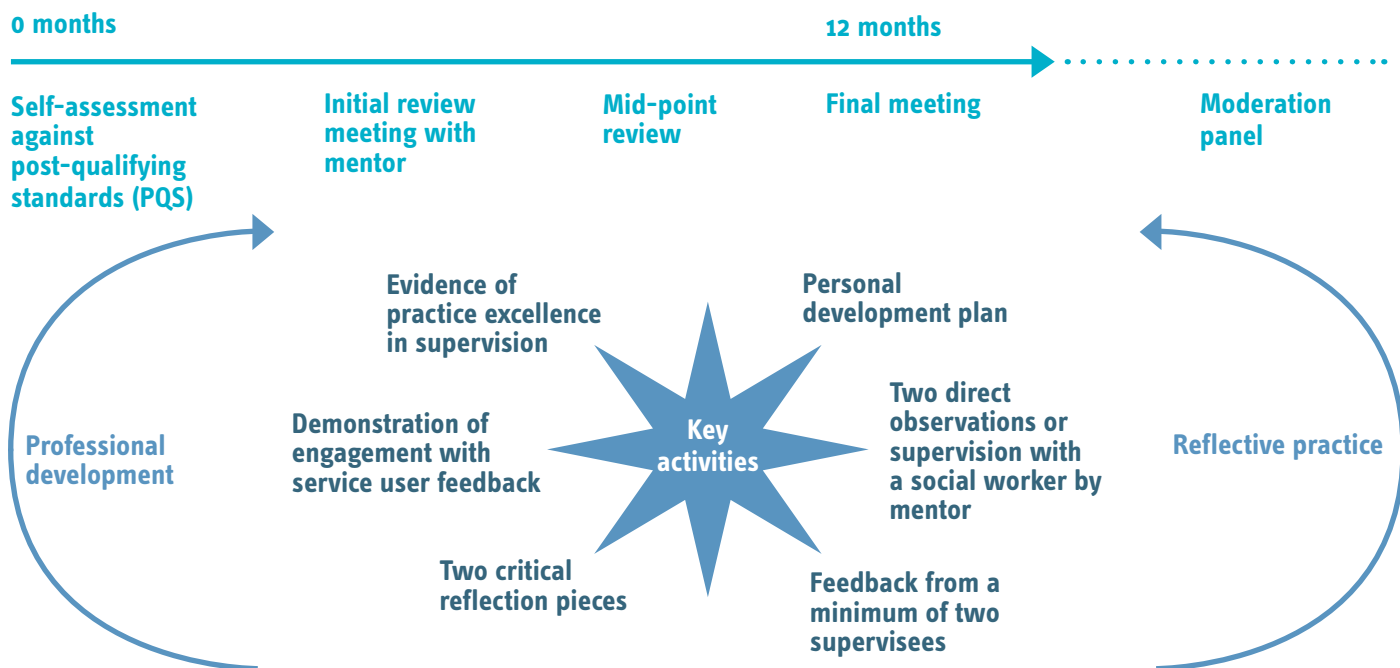
This **Model Learning and Development Programme** supports organisations to strengthen supervision practice in their organisation and to support supervisors. The Programme provides learning about the **Post-qualifying Standards for Practice Supervisors in Adult Social Care (PQS)**. It enables supervisors to develop their understanding and capability in supervision.

The PQS were published in 2018. They provide a description of what a good Practice Supervisor looks like. The PQS covers eight areas:

- 1) Values and ethics – this includes upholding lawful practice, promoting human rights and meeting equality duties, and modelling effective partnership working
- 2) Influencing and governing practice excellence within the organisation and community – this includes setting clear expectations of good practice, monitoring practice, enabling practice and using resources well
- 3) Developing confident and capable social workers – this includes making the most of social work expertise, encouraging strengths and asset-based approaches, and contributing to individual and organisational development
- 4) Assuring good social work practice and development – this includes promoting the use of evidence, and using critical reflection and questioning to assure professional judgements
- 5) Promoting and supporting critical analysis and decision making – this includes support and challenge to enable defensible judgements, analytical recording, and balanced interventions around needs and risks
- 6) Relationship-based practice supervision – this includes modelling good relationships, responding to individual supervisee’s needs, and providing appropriate support to build organisational resilience
- 7) Effective use of power and authority as a practice supervisor – this includes ensuring lawful practice, involving adults and carers, and transparently fulfilling statutory duties
- 8) Performance management and improvement – this includes recognition of practice, response to difficulties with performance, and contribution to organisational learning.

In March 2021 Skills for Care published their Post-qualifying standards **Supervisors’ Pathway** to help supervisors to use the PQS. This sets out a one-year timeline and key points (in green), together with key activities that will contribute to the Practice Supervisor’s development and enable them to evidence their work.

Post-qualifying standards for social work practice supervisors in adult social care



For more information visit www.skillsforcare.org.uk/pqsupervisorstandards

The Department for Health and Social Care have provided some resource to Research in Practice to develop national resources to support implementation of the PQS. These include this model Learning and Development programme, a Leaders' Briefing, an Implementation Pathway, and other tools, as well as some facilitation to regions.

Aims of the Model Learning and Development Programme

The model Learning and Development Programme can be used by organisations to:

- > **Strengthen supervision practice in their organisation**
- > **Support specific cohorts of Practice Supervisors and their Mentors.**

It can be used in its entirety or elements of it can be used for particular activities including:

- > To supplement other learning and development activities
- > To support individual professional development
- > As part of induction.

The content of the Programme helps Practice Supervisors to:

- > Revisit the importance of supervision
- > Explore their role as supervisor
- > Understand their strengths and areas of development with reference to the PQS
- > Identify how their organisation can support them as a supervisor
- > Identify actions to take to develop their supervisory practice
- > Gather evidence for their portfolio as part of the **Supervisors' Pathway**.

Associated resources

Prior to using the Model Learning and Development Programme, we recommend that organisations use the:

- > **Leaders' Briefing** – to reflect on how they might use the PQS
- > **Implementation Pathway** – to plan how they will use the PQS to strengthen supervision across the organisation.

Overview of the model Learning and Development Programme

Learning aims

The Programme has been developed to enable organisations to make the best use of open access resources about the PQS in order to:

- > **Strengthen supervision practice in their organisation**
- > **Support specific cohorts of Practice Supervisors and their Mentors.**

The Programme helps Practice Supervisors to:

- > Revisit the importance of supervision
- > Explore their role as supervisor
- > Understand their strengths and areas of development with reference to the PQS
- > Identify how their organisation can support them as a supervisor
- > Identify actions to take to develop their supervisory practice
- > Gather evidence for their portfolio as part of the **Supervisors' Pathway**.

Who is the Model Learning and Development Programme for?

The Programme is aimed primarily at Practice Supervisors undertaking the **Supervisors' Pathway** and their Mentors. Practice supervisors are social workers who supervise other social workers. Mentors are experienced supervisors who are supporting a Practice Supervisor through the Supervisor's Pathway.

Although the PQS is aimed at social work, the capabilities that it highlights are transferable to supervisors with other professional backgrounds and/or who supervise other practitioners. All supervisors, whatever their level of seniority, can use the PQS to reflect on and improve the supervision that they offer.

- > The model Learning and Development Programme therefore can be used for any supervisor.
- > It can also be adapted to be used with supervisees or aspiring supervisors.

Leaders will benefit from an understanding of the content of the programme.

How to use the Model Learning and Development Programme

Twelve 1.5 hour sessions are outlined in this guide. Each has a short preparation exercise and suggested follow up activity. You can use the materials in that format, or you can use a mix and match to develop your own sessions.

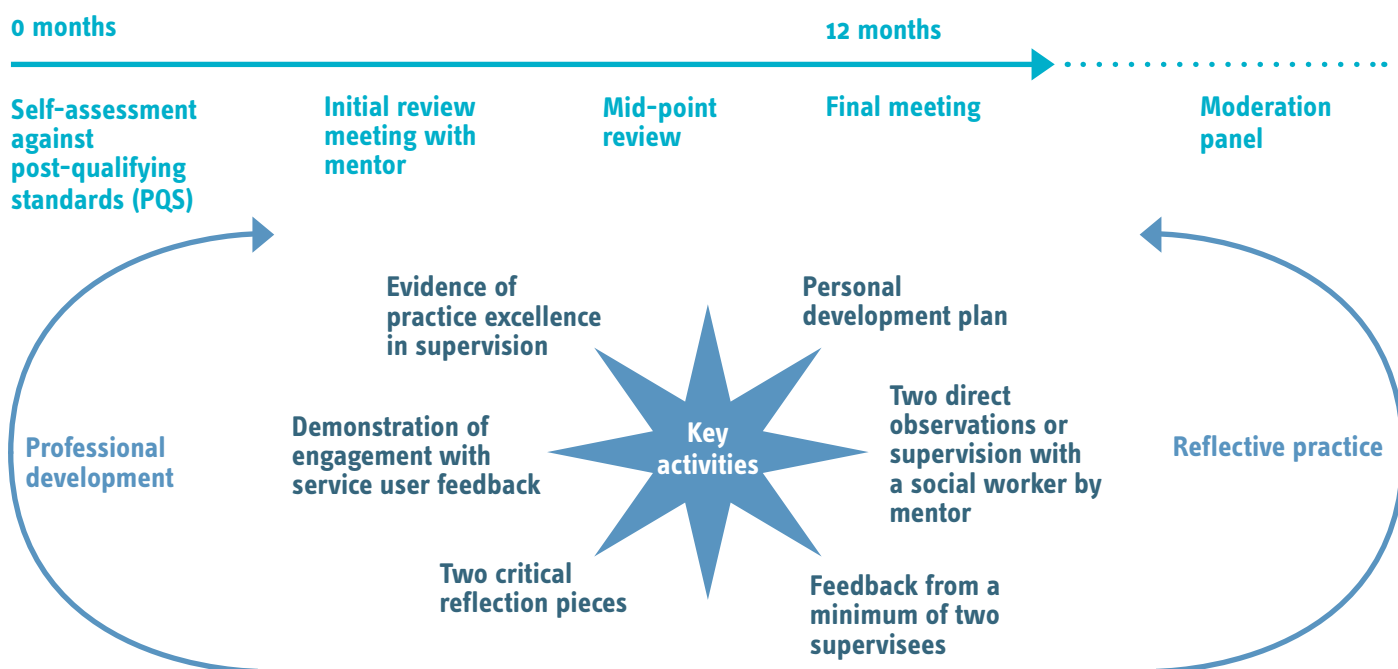
The outlines can be used by groups of any size, by individuals or as a mixture (for example having the first part as individual learning and the second as group learning). They can be delivered either online or face-to-face.

The outlines follow the reflective cycle. They provide:

- > **Experience** – material that can stimulate awareness of professional expertise
- > **Reflection** – opportunity to consider the impact of experiences and learning on practice
- > **Analysis** – opportunity to discuss and explore the meaning of experiences and learning on practice
- > **Action** – opportunity to identify and plan for changes in practice.

Each session enables Practice Supervisors to consider their **Self-assessment**, to update their **Personal Development Plan** and to gather material for their **Critical Reflection Piece** as part of the Supervisors' Pathway (below). Any learning and development can also contribute to evidence for registration for regulated professionals.

Post-qualifying standards for social work practice supervisors in adult social care



For more information visit www.skillsforcare.org.uk/pqsupervisorstandards

The twelve sessions together form a comprehensive Programme. However, individuals and organisations can decide what is most useful to meet their needs. We recommend that everyone uses Session 1.

The sessions can form 3 days of four sessions each. Day 1 provides foundational concepts; Day 2 explores relational aspects of supervision; and Day 3 focuses on enabling good practice.

List of sessions

Session	Topic (topics relating to a particular part of the PQS are marked PQ and the relevant section e.g. PQ1)
1	Understanding the Post Qualifying Standards for Practice Supervisors
2	Reflective supervision
3	Challenges and enablers to supervision
4	Ethics and Values (PQ 1)
5	Relationship-based practice supervision (PQS 6)
6	Effective use of power and authority as a Practice Supervisor (PQS 7)
7	Developing confident and capable practitioners (PQS 3)
8	Coaching
9	Promoting and supporting critical analysis and decision-making (PQS 5)
10	Performance management and improvement (PQS 8)
11	Assuring good practice and development (PQS 4)
12	Influencing and governing practice excellence within the organisation and community (PQS 2)

Supervision videos and tools are available at [Supervisor Development Programme \(researchinpractice.org.uk\)](http://researchinpractice.org.uk)
All other resources have links included.

Standard session outline

Preparation

Introduction

15 minutes

Experience

30 minutes

Reflection, Analysis, Planning

30 minutes

Evidence

15 minutes

Follow-up

Session 1: Understanding the Post Qualifying Standards for Practice Supervisors (PQS)

Overview

This session gives an overview of the PQS, and how Practice Supervisors can use them to develop and evidence their practice.

Learning aims

Practice Supervisors and those who support them to:

- > Understand what the PQS is and why it is important
- > Understand how they can use the Supervisors' Pathway.

Session outline

Preparation

Look at the [Post-qualifying standards for social work supervisors pathway \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

Consider your own supervision history, what have been the most helpful and least helpful experiences that you have had?

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What motivated you to become a Practice Supervisor?

Experience

30 minutes

Watch the Film about the importance of the PQS from Lyn Romeo [About the Supervisor Development Programme \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)

Watch the Film about how the PQS fits with other standards [About the Supervisor Development Programme \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)

Consider the key messages in the Leaders' Briefing about the PQS - How can the PQS support your organisation's vision for practice?

Reflection, Analysis, Planning

30 minutes

Reflective question:

Why does the PQS matter to adults and carers in your community?

Exploration

Go through the graphic of the [Post-qualifying standards for social work supervisors pathway \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

Discussion

Tool 31: Reflective supervision Audit tool – use the tool to consider strengths in supervision.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using **Tool 29**

Follow-up

Review your appraisal goals with your supervisor and consider how the PQS might support you with these.

Session 2: Reflective supervision

Overview

This session revisits the importance of reflection within the supervisory space.

Learning aims

Practice Supervisors and those who support them to:

- > Reinforce their understanding of what reflective supervision is and why it matters
- > Consider how they can deepen their use of reflection in supervision.

Session outline

Preparation

Watch the Research in Practice film [What is Reflective Supervision? Reflective supervision \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)
Consider how you balance the two areas of management and critical reflection within the supervision that you give.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – When have you noticed an impact from reflection on the experience and outcomes of adults and carers?

Experience

30 minutes

Watch Video 5: [Supervisor Development Programme videos \(researchinpractice.org.uk\)](https://researchinpractice.org.uk) -How does this highlight what is important about reflective supervision?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do you make time for reflection?

Exploration

Go through the 4x4x4 Model of Supervision.

Discussion

Tool 11: Levels of Reflection – use the tool to consider how to deepen reflection in your role.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using **Tool 29**.

Follow-up

Prepare to critically reflect on a situation at your next supervision.

Session 3: Challenges and enablers to supervision

Overview

This session explores the individual, organisational and environmental factors that influence supervision.

Learning aims

Practice Supervisors and those who support them to:

- > Consider what hinders and what helps supervision in their organisation
- > Identify how their organisation could better support supervision.

Session outline

Preparation

Watch the Research in Practice film: Challenges and enablers to reflective supervision [Reflective supervision \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)
Consider the strengths that you and your organisation have in supervision.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What kind of supervisor do you want to be?

Experience

30 minutes

Read the summary (page 15) of the *Leading with Compassion: Supervisors' Briefing* - What helps you to be a compassionate supervisor?

Watch Video 2: [Supervisor Development Programme videos \(researchinpractice.org.uk\)](https://researchinpractice.org.uk) – How does the supervisor show compassionate leadership?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How does your organisation's culture mirror your supervision and how does your supervision mirror practice?

Exploration

Go through the Dimensions of Organisational Resilience from the [Social Work Organisational Resilience Diagnostic Change Project About \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)

Discussion

Tool 44: Organisational culture – use the tool to consider how the culture of the organisation could support supervision.

Evidence

15 minutes- Individual

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using **Tool 29**.

Follow-up

Take suggestions for how your organisation could better enable supervision to your management meeting.

Session 4: Ethics and values (PQS 1)

Overview

This session revisits the foundational ethics and values of supervision.

Learning aims

Practice Supervisors and those who support them to:

- > Reflect on the ethics and values that underpin their supervision.
- > Explore how identity influences supervision.

Session outline

Preparation

Read PQ 1 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What ethical principles guide you as a Practice Supervisor?

Experience

30 minutes

Watch the Research in Practice film: [PQS 1 Ethics and Values](#)

Tool 3: Privilege exercise – use the tool to consider experiences of privilege and discrimination

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do you talk about identity, ethics, values and belief in supervision?

Exploration

Go through the Social Graces ([Tool 1](#)).

Discussion

Tool 1: Social GRRRAAAACCEEESSSS – use the tool to explore visible/invisible, or voiced/unvoiced aspects of identity.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Share the Social GRRRAAAACCEEESSSS tool with your supervisees.

Session 5: Relationship-based practice supervision (PQS 6)

Overview

This session highlights the importance of the supervisory relationship, and how this mirrors and enhances good practice.

Learning aims

Practice Supervisors and those who support them to:

- > Reflect on the importance of the supervisory relationship.
- > Consider how they can model empathetic relationship to their supervisees.

Session outline

Preparation

Read PQ 6 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What are the foundations of a good relationship for you?

Experience

30 minutes

Watch the Research in Practice film: [PQS 6 Relationship-based practice supervision](#).

Tool 36: Supervision relationship – use the tool to consider how a good relationship is built in supervision.

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do you undertake person-centred supervision with each of your supervisees?

Exploration

Go through what adults and carers want and what supervisees want, and how internal working models can change (Tool 39).

Discussion

Tool 39: Building a good relationship – use the tool to consider how experiences of supervision affect people.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#)

Follow-up

Create or review a supervision agreement with your supervisees ([Tool 40](#)).

Session 6: Effective use of power and authority as a Practice Supervisor (PQS 7)

Overview

This session explores how supervisors use their power and authority within the supervisory relationship.

Learning aims

Practice Supervisors and those who support them to:

- > Consider the power and authority that they have.
- > Identify how they balance support and direction as authoritative supervisors.

Session outline

Preparation

Read PQ 7 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What gives you authority as a supervisor?

Experience

30 minutes

Watch extracts from the [Research in Practice webinar: Leading with Compassion](#)

Read the section on compassionate practice (page 7) in the [Leading with Compassion: Supervisor's Briefing – How do you model a commitment to compassionate social work?](#)

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do you include law, theory and evidence in your supervision discussions?

Exploration

Go through the levels of Anti-oppressive practice ([Tool 5](#)).

Discussion

[Tool 41: Supportive Directive](#) – use the tool to consider how supervisors balance support and direction with different supervisees.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Identify how you can keep updated on research relating to your service area.

Session 7: Developing confident and capable practitioners (PQS 3)

Overview

This session provides an overview of how supervision supports continuing professional development and good practice.

Learning aims

Practice Supervisors and those who support them to:

- > Understand their role in enabling continuous professional development.
- > Identify how they build confidence and capability in practitioners.

Session outline

Preparation

Read PQ 3 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What opportunities do your supervisees have to show you their capability?

Experience

30 minutes

Read the section on Supervision Principles (page 60-62) in the [Strengths-based approach: Practice Framework and Practice Handbook \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Watch Video 6: [Supervisor Development Programme videos \(researchinpractice.org.uk\)](https://researchinpractice.org.uk) - How would a strengths-based approach support the supervisee?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How does your supervision mirror strengths-based approaches in practice?

Exploration

Go through the EARS model of Appreciative Inquiry ([Tool 27](#)).

Discussion

[Tool 27: Appreciative Inquiry](#) – use the tool to identify examples of good practice.

Evidence

15 minutes - Individual

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Create an opportunity for your supervisees to share examples of good practice with one another.

Session 8: Coaching

Overview

This session provides information about coaching approaches and techniques to use in supervision in order to facilitate good practice.

Learning aims

Practice Supervisors and those who support them to:

- > Consider how coaching could enhance their supervisory practice.
- > Gain experience in using a coaching approach.

Session outline

Preparation

Watch extracts from the Research in Practice webinar: [Coaching in adult social care](#)

Consider how your practice reflects this way of working

Introduction

15 minutes

Aims of the session (see above)

Reflective question – How have you been coached to develop capability in an area of your life?

Experience

30 minutes

Watch Video 1: [Supervisor Development Programme videos \(researchinpractice.org.uk\)](#) - How would a coaching approach from the supervisor have changed this conversation?

Reflection, Analysis, Planning

30 minutes - Whole group or individual study

Reflective question:

How do you enable supervisees to gain insight into situations when they are not sure what to do?

Exploration

Go through the GROW model of coaching ([Tool 28](#)).

Discussion

[Tool 28: Coaching Model GROW](#) – use the tool to consider questions that would be helpful to ask in supervision in order to encourage insight.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Practise asking questions rather than offering solutions in supervision.

Session 9: Promoting and supporting critical analysis and decision-making (PQS 5)

Overview

This session concentrates on how supervisors can enable good professional judgements from practitioners.

Learning aims

Practice Supervisors and those who support them to:

- > Explore how they can best support good professional judgements from supervisees.
- > Explore tools that enable this.

Session outline

Preparation

Read PQ 5 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care](https://publishing.service.gov.uk) (publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – What judgements do your supervisees make that impact on people's lives?

Experience

30 minutes

Watch the Research in Practice film [Analysis and Critical Thinking in Assessment: Thinking processes in practice](#) - How do supervisors ensure that analysis and critical reflection upholds the principle of 'nothing about me, without me' for adults and carers?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do you enable supervisees to explain their working out?

Exploration

Go through the systemic reflective space method of Group reflection ([Tool 9](#)) and the Discrepancy matrix ([Tool 11](#))

Discussion

[Tool 11: Discrepancy matrix](#) – use the tool to facilitate consider what is known about a situation.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Use the systemic reflective space method of Group reflection ([Tool 9](#)) or the Discrepancy matrix ([Tool 11](#)) in supervision.

Session 10: Performance management and improvement (PQS 8)

Overview

This session provides approaches and techniques to encourage supervisees' strengths and to address struggles with practice.

Learning aims

Practice Supervisors and those who support them to:

- > Understand the importance of continuous feedback.
- > Explore how they can have conversations about practice improvement.

Session outline

Preparation

Read PQ 8 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – How do your supervisees know how well they are doing at work?

Experience

30 minutes

Watch extracts from the Research in Practice film [Developing effective Leaders: The difference between leaders and managers](#)

[Watch Video 3: Supervisor Development Programme videos \(researchinpractice.org.uk\)](#) - What learning does this give about how to prepare for and give feedback??

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do we set clear expectations and offer clear challenge and support to supervisees?

Exploration

Go through the principles and approach to giving feedback ([Tool 24](#)).

Discussion

[Tool 23: Bridging interview](#) – use the tool to draw up feedback and then reflect on the experience of writing this.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Talk to your supervisor or a mentor about a difficult conversation that you need to have.

Session 11: Assuring good practice and development (PQS 4)

Overview

This session explores how supervisors can contribute to organisational understanding of practice and practice improvement.

Learning aims

Practice Supervisors and those who support them to:

- > Reflect on how they oversee practice.
- > Consider how they can effectively prioritise case discussions.

Session outline

Preparation

Read PQ 4 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – How do you enable your team to identify who to work with and for how long?

Experience

30 minutes

Watch Video 4: [Supervisor Development Programme videos \(researchinpractice.org.uk\)](https://researchinpractice.org.uk) – How could the supervisor support the supervisee to develop their practice?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do we support person-centred work with adults and carers?

Exploration

Go through the considerations for supervisors around workload ([Tool 46](#)).

Discussion

[Tool 47: Case prioritisation](#) – use the tool to consider how supervisors can have proportionate oversight of the situations that supervisees are working with.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Work with other supervisors to review your organisation's expectations around oversight of work.

Session 12: Influencing and governing practice excellence within the organisation and community (PQS 2)

Overview

This session looks at how supervisors contribute to and influence practice holistically.

Learning aims

Practice Supervisors and those who support them to:

- > Reflect on the influence supervisors have.
- > Consider the range of ways that supervisors can enable good practice.

Session outline

Preparation

Read PQ 2 of the [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care](https://publishing.service.gov.uk) (publishing.service.gov.uk)
Consider how your practice reflects this area of the standards.

Introduction

15 minutes

Aims of the session (see above)

Reflective question – How do you act as a leader in your organisation?

Experience

30 minutes

Read about the principles of strong leadership (page 5) in the [Leading with Compassion: Supervisor's Briefing](#)

Watch extracts from the Research in Practice film [Developing effective Leaders: Communication, compassion, relationships and resilience](#) - How can supervisors enable diverse voices and influence within the organisation?

Reflection, Analysis, Planning

30 minutes

Reflective question:

How do we shape an environment that enables good practice?

Exploration

Revisit the areas of supervision ([Tool 34](#)).

Discussion

[Tool 34: Fit with other activities](#) – use the tool to consider how supervisors can create opportunities to strengthen good practice in a range of ways.

Evidence

15 minutes

Individual time to review Self-assessment, update Personal Development Plan or log material for Critical Reflection Piece, or to note actions using [Tool 29](#).

Follow-up

Use your supervisees' appraisals to consider how they can grow as practice leaders in your organisation.