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Practice Supervisor Development *Post-Qualifying Standard Implementation Pathway for Organisations*

Gerry Nosowska

Background

The *Post-Qualifying Standard for Social Work Supervisors (Practice Supervisors) in Adult Social Care* was published in 2018. Skills for Care published initial guidance on implementation in early 2019.

During 2019 to 2020 a Regional 'Train the Trainer' Programme was delivered by Research in Practice. Each local authority had the opportunity to send a representative to a three-day programme in their region, to support them to understand the PQS and to identify how they might use it in their organisation. Due to the Covid-19 Pandemic, the programme moved online part way through.

In March 2021 Skills for Care published their Post-qualifying standards **Supervisors' Pathway** to help supervisors to use the PQS.

This **Implementation Pathway** supports organisations to identify how they will enable supervisors to use the Supervisors' Pathway.

Aim

The aim of this Implementation Pathway is to help local authorities move their implementation of the Post Qualifying Standards for Practice Supervisors in Adult Social Care (PQS) along the continuum below.



It is important for organisations to identify how to support Supervisors to use the PQS. Supervisors are a vital part of the social care workforce, supporting direct practice and enabling outcomes for adults and carers, as well as feeding learning back into the organisation. They are under pressure, particularly as a result of managing demands and supporting staff during the Covid-19 pandemic. They need and deserve attention and support from their organisation.

The actions that your organisation takes to implement the PQS will be different depending on where you are already on the Implementation continuum and what else is happening for you. This Pathway offers ideas and tools to support you wherever you are starting from, so that all organisations can achieve a consistent outcome for supervisors.

Principles

- > **Equity and diversity** – different approaches are needed for different organisations to achieve similar outcomes.
- > **Strengths-based** – implementation is about recognising good practice and enabling people to develop.
- > **Community of Practice** – implementation is supported by sharing ideas and learning.

How to use

The Pathway sets out outcomes, ideas and tools to support each step of implementation. You can use this to identify where you are and to generate options. Each step has Reflective Questions to help you identify what you will do and an Action Plan to capture this.

Awareness

Understanding

Preparation

Initial action

Full implementation



Outcome: Ensure stakeholders are aware of what the PQS is

Ideas

- > Identify who your stakeholders are, for example Practice Supervisors, Senior managers/ leaders, Principal Social Worker.
- > Share information about *What the PQS is*.
- > Include the PQS on your intranet.

Resources

- > [Post-qualifying Standards for Social Work Practice Supervisors in Adult Social Care \(www.gov.uk\)](http://www.gov.uk)
- > [Post-qualifying standards for social work supervisors pathway \(skillsforcare.org.uk\)](http://skillsforcare.org.uk)
- > Film about the importance of the PQS from Lyn Romeo [About the Supervisor Development Programme \(researchinpractice.org.uk\)](http://researchinpractice.org.uk)
- > Film about how the PQS fits with other standards [About the Supervisor Development Programme \(researchinpractice.org.uk\)](http://researchinpractice.org.uk)



Reflective question

What would help people in our organisation to engage with the PQS?

Action plan

Outcome	Action(s)	Support needed	Owner	Date to be completed	Status

Awareness

Understanding

Preparation

Initial action

Full implementation



Outcome: Ensure stakeholders are aware of why the PQS matters

Ideas

- > Share resources about why the PQS is important.
- > Identify how the PQS fits with the organisation’s vision, strategic priorities and operational activities.
- > Review evidence that you have about supervision in your organisation, for example the Organisational Health Check.
- > Secure support for implementing the PQS in your organisation.

Resources

- > *Capabilities, consistency and outcomes. Using the Post Qualifying Standards for Practice Supervisors to strengthen adult social care: Leaders’ Briefing*



Reflective question

Why does the PQS matter to our organisation, to our staff, and to adults and carers in our community?

Action plan

Outcome	Action(s)	Support needed	Owner	Date to be completed	Status

Awareness

Understanding

Preparation

Initial action

Full implementation



Outcome: Identify priorities for supporting supervision and for PQS implementation

Ideas

- > Identify priorities for improving supervision in your organisation.
- > Identify who your Practice Supervisors are, how long they have been Practice Supervisors and their roles.
- > Identify priorities for PQS implementation.
- > Identify which Practice Supervisors to start with, who will be mentors, and who will review and moderate portfolios.
- > Identify the resources that you need for the implementation.

Resources

- > *Post-qualifying standards for social work supervisors pathway* (skillsforcare.org.uk)
- > *Capabilities, consistency and outcomes. Using the Post Qualifying Standards for Practice Supervisors to strengthen adult social care: Leaders' Briefing*
- > Planning and Business case - <https://adultsdp.researchinpractice.org.uk/pbc>

Tools for leaders that are transferrable from Children's services:

- > *Knowledge Briefing - Leading a learning organisation*
- > Film- *Embedding reflective supervision at all levels of an organisation*



Reflective question

What would help people in our organisation to engage with the PQS?

Action plan

Outcome	Action(s)	Support needed	Owner	Date to be completed	Status


Awareness

Understanding

Preparation

Initial action

Full implementation



Outcome: Begin to take actions to support supervision and to implement the PQS

Ideas

- > Review and develop support for supervision support e.g. creating a supervision policy or supervision agreements, auditing supervision, embedding tools in supervision, linking supervision to appraisal or other HR activities, involving adults and carers in supervision.
- > Talk to your first cohort of Practice Supervisors and Mentors about the Skills for Care Supervisors' Pathway and the support that they need.
- > Talk to people who will review and moderate portfolios about the Skills for Care Supervisors' Pathway and the support that they need.
- > Put on learning and development activities to support Practice Supervisors.
- > Liaise with other local authorities to identify and share examples of actions.

Resources

- > [Culture change](#)
- > [Learning and development programme](#)
- > [Tools to support practice supervisors in adults social care](#)
- > [Developing practice supervisors](#)
- > [Mentoring toolkit](#)
- > [Supervisor Development Programme videos](#)

Tools for leaders that are transferrable from Children's services:

- > Tools to support practice supervisors in adult social care
- > Evaluation

 **Reflective question**

How do we build motivation and momentum for improving supervision in our organisation?

Action plan

Outcome	Action(s)	Support needed	Owner	Date to be completed	Status

Awareness

Understanding

Preparation

Initial action

Full implementation



Outcome: Build on initial actions to develop a culture of excellent supervision and wide implementation of the PQS

Ideas

- > Evaluate elements of supervision in your organisation.
- > Gather feedback from Practice Supervisors and Mentors about their experience of using the Supervisors' Pathway.
- > Share your learning with others.

Resources

- > [Tools to support practice supervisors in adults social care \(researchinpractice.org.uk\)](https://researchinpractice.org.uk)
- > Examples of implementation

Tools for leaders that are transferrable from Children's services:

- > [An evidence-informed approach to observing supervision](#)
- > [Preparing to observe supervision and give feedback](#)
- > [A template to guide you when observing supervision](#)
- > [An audit of your supervision role](#)
- > [Seeking evidence of the quality and impact of supervision](#)
- > [Using a research-informed approach to evaluate the quality of supervision](#)



Reflective question

How can we celebrate our strengths in supervision?

Action plan

Outcome	Action(s)	Support needed	Owner	Date to be completed	Status