research in practice

Evaluation of implementation
Post Qualifying Standards for Practice Supervisors

Introduction

Implementing the *Post Qualifying Standards for Practice Supervisors in Adult Social Care* (PQS) will help your organisation to support, develop and retain Practice Supervisors at a time when they are under great pressure.

The **Implementation Pathway** helps you to implement the PQS in the way that best supports your organisation's aims and priorities.

As you use the PQS to strengthen supervision in your organisation and to support specific cohorts of supervisors, it is important to understand the impact of this. Evaluation helps you to know not just what you have done to implement the PQS, but *how well you have done it and what difference it has made* (see Table 1).

Table 1	Quantity	Quality
Effort	**How much did we do?** What activity have we undertaken to implement the PQS?	**How well did we do?** What did stakeholders think about our implementation?
Effect	**What difference did we make?** What impact has the implementation had?	

Friedman M (2005) *Trying hard is not good enough*. Trafford Publishing.

For some aspects of evaluation, it can be helpful to get an independent organisation involved. This could, for example support staff to be frank about areas of improvement.

You can use different methods to help answer the questions about implementation (see Table below). Each method links to a tool that can be downloaded to support evaluation. The tools can be used as they are or can be used as a basis for developing bespoke approaches.

An overview of ethical information is also provided.

Table 2	Questions	Methods
How much did we do?	> What actions did we take, over what time period? > How many Practice Supervisors/ Mentors/ Supervisees/ Others were involved? > What roles/ teams/ services were involved?	Implementation plan from the Implementation Pathway Participant data
How well did we do?	> What did Practice supervisors/ Mentors/ Supervisees think of the implementation?	Survey Focus groups
What difference did we make?	> What was supervision like before and after implementation? > What did Practice supervisors/ Mentors/ Supervisees think has changed? > What have we learned from the implementation?	Benchmark of supervision before and after: Self-assessment; Self-audit; Audit; *Survey* *Focus groups* Appreciative Inquiry

Data from individual tools can then be collated to give an overview of the implementation. A report template is included to support this.

Survey about implementation

Use to gather feedback on implementation from people involved within your organisation to help show:

> How well did we do?

> What difference did we make?

This can be put into an electronic form to automatically collate and present answers.

10 minutes to complete

Information about how this will be used and ethics provided

Consent given

What is your role?

(Drop down list – this can be added to)

> Social worker

> Practice supervisor

> Team Manager

> other

Optional question: What have you been involved in? (for example: supervision programme; using new supervision policy)

How helpful has the implementation been for improving supervision in your organisation?

1				
1 Not at all helpful	2 Slightly helpful	3 Moderately helpful	4 Helpful	5 Very helpful

What do you think went well?

What do you think could be improved?

What difference do you think the implementation has made to supervision in your organisation?

None				A great deal
1	2	3	4	5

What has helped the implementation to make a difference?

Choose all that apply from the following list:

Other:

What has got in the way of the implementation making a difference?

Choose all that apply from the following list:

Other:

Any other comments?

Optional questions related to priority areas for your organisation

What difference do you think the implementation has made to XXXX (for example: embedding strengths-based practice; equality diversity and inclusion; retention of supervisors)?

1				5
1 Greatly worsened	2 Slightly worsened	3 No change	4 Slightly improved	5 Greatly improved

Please comment

Focus group

Use to gather feedback on implementation from people involved within your organisation to help show:

> How well did we do?

> What difference did we make?

45 minute to 1.5 hour session

6-12 people

Information about how this will be used and ethics provided

Consent given

Date of focus group

What is your role?

	Role	Role	Role	Role
Number of people				

Optional question: What have you been involved in? (for example: supervision programme; using new supervision policy)

	Activity	Activity	Activity	Activity
Number of people				

How helpful has the implementation been for improving supervision in your organisation?

1				
1 Not at all helpful	2 Slightly helpful	3 Moderately helpful	4 Helpful	5 Very helpful

What do you think went well?

What do you think could be improved?

What difference do you think the implementation has made to supervision in your organisation?

None				A great deal
1	2	3	4	5

What has helped the implementation to make a difference?

Choose all that apply from the following list:

Other:

What has got in the way of the implementation making a difference?

Choose all that apply from the following list:

Other:

Any other comments?

Optional questions related to priority areas for your organisation

What difference do you think the implementation has made to XXXX (for example: embedding strengths-based practice; equality diversity and inclusion; retention of supervisors)?

1				
1 Not at all helpful	2 Slightly helpful	3 Moderately helpful	4 Helpful	5 Very helpful

Please comment

Self-assessment against capabilities

Use to get a picture of Practice Supervisors' capabilities and confidence before and after implementation activity to help show:

> What difference did we make?

This is the self-assessment tool from the Practice Supervisors' Pathway portfolio **Post-qualifying standards for social work supervisors pathway (skillsforcare.org.uk)** Practice supervisors who are on the Pathway will be completing this at the start, midway and at the end.

30 minutes

To be used by Supervisors for self-assessment against the eight areas of the **Post-qualifying standards for social work supervisors pathway (skillsforcare.org.uk)**

Information about how this will be used and ethics provided

Consent given

Date of self-assessment

Completed by

Outcome Statement	Confidence Score '1' being 'not confident at all' and '5' meaning 'extremely confident'			
Values and Ethics				
Influencing and governing practice excellence within the organisation and community				
Developing confident and capable social workers				
Assuring good social work practice and development				
Promoting and supporting critical analysis decision making				
Relationship-based practice supervision				
Effective use of power and authority as a supervisor				
Performance management and improvement				

Self-audit of supervision

Use to get a picture of the quality and impact of supervision before and after implementation activity to help show:

> What difference did we make?

30 minutes

To be used by Supervisors and Supervisees for self-assessment of supervision

Information about how this will be used and ethics provided

Consent given

Date of audit

Completed by

My views on supervision	1-5 where 5 is completely agree	Comments
I receive/ offer regular and appropriate supervision		
There is a suitable supervision environment		
There is a respectful and trustworthy relationship		
I have time to prepare and to follow up on supervision		
We have critically reflective discussions		
Supervision helps the supervisee feel more confident and capable in their work		
Supervision helps the supervisee to feel supported		
Supervision helps the supervisee to learn and develop		
Supervision helps the supervisee to manage their role in the organisation		
Supervision helps the supervisee to identify clear actions		
Supervision helps the supervisee to feel motivated and valued		

Supervision audit

Use to get a picture of the quality and impact of supervision before and after implementation activity to help show:

> What difference did we make?

30 minutes

To be used by Mentors/ Managers to audit supervision records

Information about how this will be used and ethics provided

Consent given

Date of audit

Completed by

There is evidence of...	1-5 where 5 is completely agree	Comments
Regular and appropriate supervision		
A suitable supervision environment		
Preparation and use of an agreed agenda		
Appropriate and proportionate recording		
The record reflecting elements of an agreed model		
Actions and the expected outcomes of these		
Previous outcomes being reviewed and met		
The well-being of service users and carers being considered throughout		
Critical reflection		
Use of law, theory and evidence in reflection		
Recognition of and response to practice issues		
Appropriate managerial input to decision-making		
Consideration of support needed for wellbeing		
Discussion and identification of learning needs and how these are being met		
Two-way communication about organisational issues		
Recognition and response to anti-oppressive practice and equality issues		

Appreciative Inquiry

Use to gather examples of what has worked well during implementation and what has been learned from this to help show:

> What difference did we make?

45 minute to 1.5 hour session

4-6 people per group

Information about how this will be used and ethics provided

Consent given

Date of discussion

Participants

	Role	Role	Role	Role
Number of people				

Discussion in small groups

1 Introduction

One group member describes an element of implementation that had a successful outcome, something that they are proud of – describing not only the success itself but also the context of the success. The other group members listen out for what factors, in their view, made the success possible. One group member captures key points of the story on paper.

Key points

2 Exploration

Another group member offers to facilitate the exploration phase and draws out from the group the factors that made the success possible writing these on the flip chart under two headings 1. The implementation activity itself and 2. The context or environment in which the success happened.

Factors relating to the implementation activity	Other factors relating to the context or environment

3 Questioning

A round of asking questions and listening carefully. From the additional information gathered from this questioning, and a combination of the success factors, all group members attempt to distil 'discoveries' – previously unnoticed success factors. The new (more fundamental?) success factors are listed on a second sheet.

Main factors for success

4 Learning

The presenter answers the question: 'What did we learn from this successful experience and how I can build on this success in future?' Group members jointly contribute.

Learning

Ethical information

This can be expanded on as needed.

As part of the evaluation of the implementation of the Post Qualifying Standards, we are gathering information about the implementation and about supervision practice.

The aim is to find out what difference the implementation has made.

We will use this information to better understand the process of implementation and what impact it has had on supervision practice across the organisation.

Participation is voluntary.
If you do submit information, then this will be taken as consent for us to use it in the evaluation.

If we have any concerns about risk, we may follow up with you to discuss this further. *(In order for this to be possible, you will need to have a way of identifying who has shared the information.)*

You should not mention any people who use services in ways that will identify them.

Any report will not mention you by name, only by role – you may, however, be identifiable if you have a unique role so please be aware of this.

All data will be securely stored.

You can use this GDPR statement if needed:

All our research complies with the General Data Protection Regulations (GDPR). All personal information (names and contact details) and research data will be stored securely when not being processed, using encrypted computers and secure drives. Data will only be transferred across the research team using end-to-end encryption (such as secured email or shared drives). We will keep your data securely for up to 3 months after the study has finished; after which point it will be safely deleted.

You can contact the Research Lead to request information about the data we hold.

Evaluation Report Template

1 Introduction

> Aim of this report – to provide information about the impact of implementing the Post Qualifying Standards

> Aim of the implementation

> Evaluation questions and methods used (see Table below)

	Questions	Methods
How much did we do?	> What actions did we take, over what time period? > How many Practice Supervisors/ Mentors/ Supervisees/ Others were involved? > What roles/ teams/ services were involved?	Implementation plan Data about participants in activities
How well did we do?	> What did Practice supervisors/ Mentors/ Supervisees think of the implementation?	Survey Focus groups
What difference did we make?	> What was supervision like before and after implementation? > What did Practice supervisors/ Mentors/ Supervisees think has changed? > What have we learned from the implementation?	Benchmark of supervision before and after: self-assessment; self-audit; observation; audit; Survey Appreciative Inquiry

2 Findings

How much implementation we do?

Implementation activities and participants

Activity	Number involved	Further breakdown of participants	Further breakdown of participants	Further breakdown of participants

How well did we do the implementation?

1) Survey findings

Any comment on who answered the survey

Question	Number of responses	Response average 1-5
How helpful has the implementation been **for improving supervision in your organisation?**		

Question	Number of responses	Themes
What went well?		
What could be improved?		
Other comments		

2) Focus group findings

Any comment on who attended the focus groups

Question	Number of responses	Response average 1-5
How helpful has the implementation been **for improving supervision in your organisation?**		

Question	Number of responses	Themes
What went well?		
What could be improved?		
Other comments		

What difference did the implementation make?

1)   Self-assessment of supervision capabilities before and after

Any comment on who completed these and the time frame between completing the two self-assessments

Area of supervision	Number of responses	Average response (1-5) Before implementation	Average response (1-5) After implementation
Values and Ethics			
Influencing and governing practice excellence within the organisation and community			
Developing confident and capable social workers			
Assuring good social work practice and development			
Promoting and supporting critical analysis decision making			
Relationship-based practice supervision			
Effective use of power and authority as a supervisor			
Performance management and improvement			

2) Self-audit of supervision before and after

Any comment on who completed these and the time frame between completing the two self-audits

Statements	Number of responses	Average response (1-5) Before implementation	Average response (1-5) After implementation
I receive/ offer regular and appropriate supervision			
There is a suitable supervision environment			
There is a respectful and trustworthy relationship			
I have time to prepare and to follow up on supervision			
We have critically reflective discussions			
Supervision helps the supervisee feel more confident and capable in their work			
Supervision helps the supervisee to feel supported			
Supervision helps the supervisee to learn and develop			
Supervision helps the supervisee to manage their role in the organisation			
Supervision helps the supervisee to identify clear actions			
Supervision helps the supervisee to feel motivated and valued			

3) Self-audit of supervision before and after

Any comment on who completed these and the time frame between completing the two audits

Audit area	Number of audits	Average of practice (1-5) Before implementation	Average of practice (1-5) After implementation
Regular and appropriate supervision			
A suitable supervision environment			
Preparation and use of an agreed agenda			
Appropriate and proportionate recording			
The record reflecting elements of an agreed model			
Actions and the expected outcomes of these			
Previous outcomes being reviewed and met			
The well-being of service users and carers being considered throughout			
Critical reflection			
Use of law, theory and evidence in reflection			
Recognition of and response to practice issues			
Appropriate managerial input to decision making			
Consideration of support needed for wellbeing			
Discussion and identification of learning needs and how these are being met			
Two-way communication about organisational issues			

4) Survey findings

Any comment on who answered the survey

Question	Number of responses	Response average 1–5
What difference has the implementation made **to supervision in your organisation?**		
What difference has the implementation made to XXXX *(Optional questions related to priority areas for your organisation)*		

Area	How this helped	How this hindered?
Organisational culture		
Leadership		
Communication		
Design and delivery of implementation		
Fit with other developments in the organisation		
Motivation of staff		
Support to staff		
Other, please comment		

5) Focus group findings

Any comment on who attended the Focus Groups

Question	Number of responses	Response average 1-5
What difference has the implementation made **to supervision in your organisation?**		
What difference has the implementation made to XXXX *(Optional questions related to priority areas for your organisation)*		

Area	How this helped	How this hindered?
Organisational culture		
Leadership		
Communication		
Design and delivery of implementation		
Fit with other developments in the organisation		
Motivation of staff		
Support to staff		
Other, please comment		

6) Appreciative inquiry

Any comment on who attended the sessions

Main factors for success

Learning

3 Discussion

Analysis of findings

How much did we do?

How well did we do?

What difference did the implementation make?

Overall impact

Learning from the implementation

Recommendations for ongoing and future actions to support supervision

Recommendations for future implementation activity

Recommendations for future evaluations