

12. TRAINING AND SUPERVISION

As well as helping build a 'learning organisation', training and supervision are important elements in building a supportive work environment conducive to developing and retaining valued staff. A supervision checklist on page 3 provides guidance to enhance sound practice decisions and facilitate professional development. It should be read in conjunction with *Supervision in the Voluntary Sector: An overview of what it is and how to make it happen*. (Supervision Directory Steering Group 2005.)

TRAINING

There are five stages to the training process:

- Identifying training needs
- Identifying training methods
- Sourcing training
- Training delivery
- Training evaluation
- On-the-job training
- Experiential learning - learning through doing, focusing on completing an activity
- Seminar and conference attendance
- Tertiary training
- Self development
- Networking and mentoring

1. Identify Training Needs

Identify the specific training needs of your employees and/or your organisation. This can be done in a number of ways including:

- Looking at any clearly defined core competencies your organisation might have (communication, teamwork, staff management, computer skills, customer service, etc) and developing training around these
- The employee identifying training needs in areas they feel they require increased skills to perform their work or to be able to develop into other roles within the organisation
- The manager being aware of training needs which are likely to arise as a result of a new or changed job, promotion, implementation of a new computer system etc
- A 360-degree feedback process where an employee's performance is rated confidentially by a number of people who work closely with the employee. The employee also assesses their own performance and provides feedback. The results identify the employee's strengths and areas for development, which training is then targeted towards.

2. Identify Training Methods

Training needs can be met in a number of ways, including:

- Face to face training
- e-learning and computer-based training

3. Sourcing Training

There are a raft of training providers offering a range of services, including training needs analysis and development of customised training courses. Some options are listed in the box at the end of this guide.

There are certain things to consider when assessing training options, including:

- Budget - aim to get the best return on your investment
- Timeframe - book the training to fit in with work flows
- Content - ensure the training is targeted to the needs of your employee
- Trainer's skills - it's important to assess these - talk to other people who have attended the same course.

4. Training Delivery

Decide when it is best to complete the training. Wherever possible, time the training for when it's most needed. While an employee is in training, ensure that he or she is not interrupted by work commitments.

5. Training Evaluation

Review all training to ensure effectiveness and value for money. The best measure is whether the employee's performance has been enhanced as a result of the training.

Source: *Community Resource Kit*
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SUPERVISION

What is Supervision?

Supervision, mentoring and coaching are some of the principal ways in which an organisation meets its responsibility to ensure that staff are well-supported.

At a simple level supervision is a structured relationship set up between a supervisor and a worker (or supervisee), in which the supervisor supports the worker to critically reflect on his or her work and make any necessary changes. It is job - related personal support and aims to clarify situations or difficulties that may arise in the course of work, and assist with problem solving and enable effective planning.

Professional supervision can benefit the work of an organisation by:

- Ensuring staff members are clear about roles and responsibilities
- Encouraging staff to meet professional objectives and to encourage professional development
- Encouraging quality of service
- Assisting in identifying and managing staff stress
- Determining the adequacy of resources available to the staff member
- Providing a positive environment within which the practice of the agency and the voluntary sector more generally can be discussed and reviewed.

Supervision also provides for appropriate consultation when needed in regard to issues related to specialist knowledge, gender, culture, sexual orientation and identity, disability, religion or age.

It is important to remember that supervision is not personal counseling. Nor is it instruction on how a job should be carried out or a problem approached.

Different Types of Supervision

The two most well-known kinds of formal supervision are external supervision, undertaken by an experienced and qualified supervisor to support a staff member's professional competencies and development, and clinical supervision, undertaken by a specialist in the field to support and provide accountability for a specific role, such as social work.

Other forms of supervision include tutorial and training supervision, cultural supervision, and supervision undertaken by a line manager.

Supervision can also be done more informally via peer groups, as a team process, or one-on-one with a colleague.

Cultural Supervision

Cultural supervision is about both cultural accountability and cultural development. It is essential to ensure that the aspirations of all cultures are respected and explored within the supervisory relationship and that services are delivered through culturally responsive, effective and acceptable practices.

Cultural supervision is a formal relationship between the cultural supervisor and the supervisee which seeks to ensure that practice is culturally responsive to the values, protocols and practices of that particular culture. Cultural supervision does not replace professional supervision.

Supervision Contracts and Agreements

It is a principle of supervision, as well as good practice, to have a negotiated contract or agreement for supervision. This principle applies to any form of supervision, whether it is provided wholly within the organisation or by an external supervisor. This should be reviewed on an annual basis.

A sample supervision contract and agreement and a supervision record template are included in Resource 2: Sample Agreements.

SUPERVISION CHECKLIST

Supervisor responsibilities

Have you:

- Assisted the supervisee to understand his/ her roles and responsibilities?
- Assisted the supervisee to critically reflect on their practice?
- Ensured the supervisee is accountable for their practice?
- Assisted the supervisee's professional development?
- Provided regular and constructive feedback to the supervisee on their performance?

Supervisee responsibilities

Have you:

- Prepared for and attended supervision sessions regularly and on time?
- Actioned the agreed tasks within the set timeframes?
- Engaged in a process of critical reflection and professional development?

Supervision agreements

May cover some or all of the following:

- Venue of supervision sessions
- Frequency and duration of supervision sessions
- Notice of cancellation of a session
- Purpose and content
- Objectives - mutually negotiated and agreed
- Cost: who pays, how and when?
- Expectations of both supervisor and supervisee.
- Confidentiality and its limits.
- Comment on the informal processes that may be used between supervision sessions or to augment formal supervision
- Who will keep notes of the supervision sessions?
- A process regarding mediation if a conflict arises e.g. identifying a neutral person to assist if necessary
- Role of the agency
- Timing and method of evaluation and review.

Information

Training

- www.nzatd.org.nz - New Zealand Association for Training and Development
- www.nzim.co.nz - New Zealand Institute of Management
- www.tka.org.nz - Te Kaiawhina Ahumahi - Social Services Industry Training Organisation
- www.unitec.ac.nz - Unitec School of Community Development
- www.waikato.ac.nz - University of Waikato Management School
- www.worksite.govt.nz - Worksite

Supervision

- www.nscss.org.nz - North Shore Community and Social Services - Supervision - Myths and Facts.
- www.nzfwo.org.nz/ourpublications - New Zealand Federation of Voluntary Welfare Organisations. *Mentoring, Coaching and Beyond in the Community Sector*
- www.supervisioninfo.org.nz - Canterbury Supervision Directory. Produced for voluntary organisations in Canterbury, much of the information is relevant for the rest of the country. Contains an article which discusses the principles of supervision, including as it relates to Maori employees, and includes several sample supervision contracts.

Resources

- **Resource 2: - Sample Agreements - sample supervision contract and agreement**
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