

Consultancy, Supervision and Training

From within the Centre for Social Work Supervision and Consultancy the following services are offered to individuals, teams and organisations.

1. Consultancy

- All of the consultants are professional who are experts in specialised bodies of knowledge. Many are also experts in the process of helping peers (other professional) solve problems.
- Consultants work with staff members of human service organisations, to help them work with their work-related concerns. Consultants do not focus on individuals personal concerns except as they relate directly to the work situation.
- Consultation is an indirect service. In working with an agency consultants serve a third party, the agency's clients, indirectly.
- Consultants are outsiders. The consultation relationship is temporary one. Consultants come from external bases.
- The consultation relationship is between peers whose areas of responsibility and expertise differ. The relationship is voluntary for both parties. Staff members determine the concerns to be discussed.
- The staff member retains responsibility and authority for any action and is free to accept or reject the consultant's advice. However, 2 assumptions underlying the relationship are the staff member (a) will seriously consider the input of the consultant and (b) have the power to mobilise resources to effect improvements in their work situation.

2. Supervision

Supervision has 3 main functions, **educative**, **supportive** and **managerial**.

A. Educative

The **educative** function is about developing the skills, understanding and abilities of the supervisees. This is done through reflection on and exploration of the supervisees' work with their clients.

B. Supportive

The **supportive** function is to help workers who are engaged in therapeutic work with clients deal with the impact that the work has on them.

C. Managerial

The **managerial** aspect of supervision provides the quality control function - managing service delivery and the fulfilment of the agencies task - usually the line manager. In managerial supervision there is a manager-subordinate relationship rather than trainer-trainee.

The same person - the line manager or consultant, can carry out the 3 functions. Or the functions could be divided out to other specialists, depending

on the needs of the worker. So a supervisor may have more of a tutorial role, concentrating on the educative role, this would link to training activities/mentoring roles. Training supervision, this is an apprenticeship role for the supervisee (Psychotherapy trainings use this model). In this model the supervisor has some responsibility for the work being done and carries some managerial responsibilities. Consultancy supervision - here supervisee keeps the responsibility for the work they do with their clients/patients, but consults with their supervisor, who is neither their trainer nor their manager, on those issues they wish to explore - this is a particular specialist area within the Centre.

3. Training

A definition of training is that it is an intervention involving the provision of information, materials or opportunities for practice and experiment, on specific aspects of a job or task. The focus of training is the teaching and the learning of new skills. It may be conducted through workshops, seminars and lectures or a combination.

Where it can abut on to consultancy is the provision of learning opportunities (for example, courses and workshops) that focus on workplace learning and performance, particularly programmes that are conducted in-house that have organisational change implications or are the specific task that the trainers/consultants have been employed to do.

All of the above activities are guided by the principle of 'working below the surface'. This means paying particular attention to the underlying dynamics that are causing dysfunctional working relationships and an avoidance of the task. We work with a wide range of individuals, teams, organisations and partnership agencies within the Health and Social Care sector.