

DHSSPS/NIPEC Supervision Project

Learning and Development Strategy

March 2008

1.0 The Learning and Development Strategy

- 1.1 The Learning and Development Strategy has been developed on the assumption that all registrants have varying sets of competencies that have been achieved through previous experience and development opportunities. Many supervisor competencies will already be developed by registrants who will be taking on the role of a supervisor, particularly those involved in facilitating and supporting professional development of registrants and students. The Learning and Development Strategy has been designed to make best use of the skills already developed and to promote a flexible approach to development of supervisor competences.
- 1.2 The Learning and Development Strategy will help Trusts to build capacity in supervisor roles to implement the DHSSPS supervision standards.

The framework addresses the following:

- Competencies for supervisors
- Competencies for supervisees
- Self-evaluation tools
- Preparation of supervisors
- Continuous professional development of supervisors

2.0 Competencies for supervisors

It is recognised that the implementation of effective supervision requires that supervisors have the competency and expertise to support registrants within the regionally agreed supervision framework. Competencies for supervisors has been developed, which address both one to one and group supervision settings and are presented at **Appendix One**.

The competencies are presented within three broad competence areas, each of which include a set of indicators:

- Understanding the concept of supervision and its influence on improving nursing practice
- Managing one to one and group supervision processes
- Facilitating supervisee(s) to actively engage in the development of nursing practice

3.0 Competencies for supervisees

It is recognised that supervisees require a full understanding of supervision and its benefits and be committed to engaging in supervision activities. A broad set of competencies for supervisees has been developed to enable them to make best use of supervision. These are presented at **Appendix Two**.

4.0 Self-evaluation of competence for supervisors

- 4.1 As indicated earlier it is assumed that all potential supervisors will have significant experience in supporting and developing other registrants and/or students and will have been involved in varying personal and professional development opportunities. This may have included specific preparation for the role of a supervisor. These experiences can be used by potential supervisors to show that they have a set of competencies that could enable them to undertake the role of a supervisor or indicate areas for development.
- 4.2 A set of tools have been developed to enable potential supervisors to self-evaluate their competence to determine the extent to which they already meet the supervisor competencies identified above. Each Trust will identify a number of experienced supervisors who will verify the competence of potential supervisors. The tools and guidance are attached at **Appendix Three** and are available as a separate document for completion electronically.
- 4.3 Each potential supervisor who, following self-evaluation, considers they have already acquired all supervisor competencies will meet with a Trust nominated supervisor who will

confirm their competence. If it is identified that further development is required the potential supervisor will follow the process for preparation identified below at para 5.

5.0 Preparation of supervisors

5.1 It is recommended that a flexible approach is adopted to the process of preparing supervisors for their role. This will involve maximising experiential learning opportunities and will include practice and assessment of competence by experienced supervisors. This approach will use as a foundation the self-evaluation tools identified at para 4 above. It is expected that all potential supervisors will have engaged in activities that meet at least some of the supervisor competencies. Each potential supervisor will require an in-depth understanding of the supervision process but is likely only to require competency development in some areas.

5.2 It is recommended that each potential supervisor is allocated an experienced supervisor who will together agree an individualised development programme based on identified learning needs. The experienced supervisor will be responsible for facilitating the required development and for assessing the competence of the potential supervisor at completion of the agreed programme.

5.3 Learning activities that could be used to develop the outstanding competencies could include, for example:

- Supervised practice to confirm the supervisor competencies
- Attending specific days of a supervisor programme
- Observing an experienced supervisor
- Undertaking co-supervision with an experienced supervisor
- Distance and e-learning activities

5.4 Irrespective of the development programme agreed it will be necessary for the potential supervisor to maintain a portfolio of learning, development and competence and undertake supervised practice. The allocated supervisor and potential supervisor must meet at the beginning of the development programme, mid-way and at the end of the programme to discuss progress and achievement of the competencies. The potential supervisor must provide evidence to show that the required competencies have been met, which will include supervision sessions observed and assessed by the allocated supervisor. The self-evaluation tool can be used for the final assessment of competence.

5.5 A dedicated supervisor programme will be developed for delivery by the in-service education consortia. This programme will comprise theory and practice. A menu of days of study will be provided, which will include theory and simulated learning opportunities. The potential supervisor will be allocated an experienced supervisor who will negotiate practice experience and will be responsible for assessing competence. Individuals will be able to select from the menu of days of study in relation to identified need.

6.0 Continuous professional development of supervisors

6.1 Supervisors must be able to demonstrate on an on-going basis that they continue to meet the competencies required to facilitate effective supervision to include the following:

- All supervisors must actively provide supervision to a minimum of 4 supervisees over a two year period
- Annual appraisals must include discussion of supervision competence
- All supervisors must themselves be supervised through a variety of means, for example within a co-supervision or learning set process
- All supervisors must engage in continuing professional development activities to include engagement in networking with other supervisors

7.2 New supervisors will be provided with support for the first year of supervision practice, which may include co-supervision with a more experienced supervisor

SUPERVISOR COMPETENCIES AND INDICATORS

The following set of competencies and indicators have been developed for supervisors to enable them to provide effective supervision.

1. Supervisors will be able to understand the concept of supervision and its influence on improving nursing practice.

Supervisors will:

- 1.1 Demonstrate an understanding of the concept of supervision
- 1.2 Demonstrate an ability to work within the scope of supervision
- 1.3 Be able to describe models of supervision
- 1.4 Demonstrate an understanding of the role of supervisors and supervisees in implementing supervision
- 1.5 Identify how supervision can be used to affirm and improve individual practice
- 1.6 Relate supervision to life-long learning for supervisor and supervisees

2. Supervisors will be able to manage one to one and group supervision processes.

Supervisors will

- 2.1 Plan and manage supervision sessions and demonstrate effective record keeping
- 2.2 Establish the supervision contract and ground rules
- 2.3 Work within the NMC Code of Professional Conduct
- 2.4 Manage conflict arising in the supervision session
- 2.5 Use facilitation skills to ensure active participation by all group members
- 2.6 Facilitate supervisee(s) to engage in critical reflection on practice to improve their practice
- 2.7 Facilitate the supervisee in creating action plans
- 2.8 Critically evaluate their own role within supervision

3. Supervisors will be able to facilitate supervisee(s) to actively engage in the development of nursing practice.

Supervisors will:

- 3.1 Demonstrate an understanding of the context within which the supervisee(s) practices in relation to legal, professional, employee and personal accountability
- 3.2 Facilitate supervisee(s) in developing their practice
- 3.3 Use positive challenge to encourage the supervisee(s) to reflect on and in practice
- 3.4 Promote self-reliance in supervisee(s)
- 3.5 Facilitate supervisee(s) in identifying and managing conflict
- 3.6 Demonstrate the ability to motivate, support, and empower supervisee(s)
- 3.7 Facilitate supervisee(s) in using problem solving techniques in supervision sessions

SUPERVISEE COMPETENCIES AND INDICATORS

The following set of competencies and indicators have been developed for supervisees to enable them to fully engage in the supervision process.

1. Supervisees will be able to understand the concept of supervision and its influence on improving nursing practice.

Supervisees will:

- 1.1 Demonstrate an understanding of the concept of supervision
- 1.2 Demonstrate an ability to work within the scope of supervision
- 1.3 Be able to describe models of supervision
- 1.4 Demonstrate an understanding of the role of supervisors and supervisees in implementing supervision
- 1.5 Identify how supervision can be used to affirm and improve individual practice
- 1.6 Relate supervision to life-long learning for supervisor and supervisees

2. Supervisees will be able to actively engage in one to one and group supervision sessions.

Supervisees will:

- 2.1 Negotiate the supervision contract and agree ground rules
- 2.2 Work within the NMC Code of Professional Conduct
- 2.3 Actively participate in the supervision process
- 2.4 Demonstrate the ability to reflect on practice using reflective models
- 2.5 Implement agreed action plans in response to supervision
- 2.6 Effectively communicate
- 2.7 Demonstrate the importance of honesty, integrity and openness in supervision relationship
- 2.8 In preparation for the supervision session, identify opportunities for learning and reflection on practice
- 2.9 Use learning from supervision to contribute to professional development
- 2.10 Demonstrate effective record keeping in relation to own supervision records

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Self-evaluation document

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Guidance for completion of the self-evaluation tool

1.0 Introduction

1.1 The self-evaluation process has been developed to ensure supervisors meet the competencies required for the role. It will be used by registrants who consider they already meet the required competencies or by registrants who will be undertaking a Development Programme for preparation as a supervisor. Prior to undertaking the self-evaluation you must be allocated an experienced supervisor who will confirm your competence or agree a Development Programme with you and assess your competence in preparation for undertaking the role of a supervisor.

2.0 Registrants who already meet competency requirements

2.1 If you are a potential supervisor and consider you meet all the required competencies you will use the self-evaluation tool to evaluate your level of competence against the competence areas identified. The tool requires that you enter a mark against the areas where you feel you have the required competence. It is recommended that you include a few examples of activities that you have been involved in to show when you have used the competencies for discussions with your allocated supervisor.

2.2 You are required to sign a declaration that you have met all competencies and arrange a meeting with your allocated supervisor where discussion will take place regarding the extent to which you meet the required competencies. If it is agreed that the competencies are met, the allocated supervisor signs the form, which is retained by you within your personal professional portfolio. The outcomes of the meeting are recorded as agreed within Trust policy. If the required competencies are not met in full, the process for preparation of supervisors as identified below at para 3 will be followed.

3.0 Registrants who require development for the role of a supervisor

3.1 You will have already developed areas of competence achieved through a variety of roles and development activities. The self-evaluation tool will enable you to evaluate your level of competence against the supervisor competence areas and, in collaboration with your allocated supervisor, agree the development required to prepare you for your future role as a supervisor.

3.2 The tool only requires that you enter a mark against the areas where you feel you have already acquired the competence. It is recommended that you include a few examples of activities that you have been involved in to show when you have used the competencies, these will be used for discussions with your allocated supervisor. You are required to sign the form and arrange a meeting with your allocated supervisor to agree a Development Programme. At this meeting discussion will take place regarding the extent to which the allocated supervisor considers the competencies have been met and agree development activity which could include, **for example:**

- Supervised practice to confirm the supervisor competencies
- Observing an experienced supervisor
- Attending specific elements of a supervisor programme
- Undertaking co-supervision with an experienced supervisor.
- Distance and e-learning activities

Once the Development Programme is agreed, the allocated supervisor signs the form, which you will retain within your personal professional portfolio.

3.3 Your allocated supervisor will facilitate you in completing your Development Programme and will meet with you at the beginning, mid-way and on completion of your programme. Your allocated supervisor will be responsible for assessing your competence and will observe you undertaking a minimum of 2 supervision sessions.

3.4 On completion of the Development Programme you will be required to complete a further self-evaluation tool and arrange a meeting with your allocated supervisor. At this meeting discussion will take place regarding the extent to which the allocated supervisor considers the competencies have been met. If it is agreed that the competencies have been met the allocated supervisor signs the form, which is retained by you within your personal professional portfolio. The outcomes of the meeting are recorded as agreed within Trust policy.

SELF EVALUATION TOOL FOR SUPERVISORS

1. Understand the concept of supervision and its influence on improving nursing practice	Please mark if achieved
1.1 Demonstrate an understanding of the concept of supervision	<input type="checkbox"/>
1.2 Demonstrate an ability to work within the scope of supervision	<input type="checkbox"/>
1.3 Be able to describe models of supervision	<input type="checkbox"/>
1.4 Demonstrate an understanding of the role of supervisors and supervisees in implementing supervision	<input type="checkbox"/>
1.5 Identify how supervision can be used to affirm and improve practice	<input type="checkbox"/>
1.6 Relate supervision to life-long learning for supervisor and supervisees	<input type="checkbox"/>

3. Facilitate supervisee(s) to actively engage in the development of nursing practice	Please mark if achieved
3.1 Demonstrate an understanding of the context within which the supervisee(s) practices in relation to legal, professional, employee and personal accountability	<input type="checkbox"/>
3.2 Facilitate supervisee(s) in developing their practice	<input type="checkbox"/>
3.3 Use positive challenge to encourage the supervisee(s) to reflect on and in practice	<input type="checkbox"/>
3.4 Promote self-reliance in supervisee(s)	<input type="checkbox"/>
3.5 Facilitate supervisee(s) in identifying and managing conflict	<input type="checkbox"/>
3.6 Demonstrate the ability to motivate, support, and empower supervisee(s)	<input type="checkbox"/>
3.7 Facilitate supervisee(s) in using problem solving techniques in supervision sessions	<input type="checkbox"/>

2. Manage one to one and group supervision processes	Please mark if achieved
2.1 Plan and Manage supervision sessions and demonstrate effective record keeping	<input type="checkbox"/>
2.2 Establish the supervision contract and ground rules	<input type="checkbox"/>
2.3 Work within the NMC Code of Professional Conduct	<input type="checkbox"/>
2.4 Manage conflict arising in the supervision session	<input type="checkbox"/>
2.5 Use facilitation skills to ensure active participation by all group members	<input type="checkbox"/>
2.6 Facilitate supervisee(s) to engage in critical reflection on practice to improve their practice	<input type="checkbox"/>
2.7 Facilitate the supervisee in creating action plans	<input type="checkbox"/>
2.8 Critically evaluate their own role within supervision	<input type="checkbox"/>

Biographical details

Name

Trust and work area

NMC registration PIN number

Please provide some examples of activities that you can discuss with your allocated supervisor that show where you have used supervisor competences

Supervisor Self-Evaluation

On completing the self-evaluation, please confirm the extent to which you can demonstrate all supervisor competences.

I meet the all supervisor competences **Yes** **No** **(please mark)**

Signature:

Date:

If you do not consider that you have met all supervisor competences please agree a Development Programme with your allocated supervisor.

Allocated Supervisor Confirmation

I have read the self-evaluation documentation and held a discussion with the potential supervisor and confirm that **I am/am not** (*please delete, as relevant*) satisfied that he / she meets the all supervisor competencies based on available evidence. Where the potential supervisor has not met the required competencies the Development Programme identified below has been agreed.

Signatures

Allocated supervisor:

Potential Supervisor

Date:

Development Programme
