Aotearoa New Zealand
Association of Social Workers
Te Rōpū Tauwhiro i Aotearoa

SUPERVISION STRATEGY
2023 - 2033

**Nāu te rourou, nāku te rourou,
ka ora ai te iwi.**
With your basket and my basket, the
people will thrive

Foreword

> **Nāu te rourou, nāku te rourou, ka ora ai te iwi.**
> With your basket and my basket, the people will thrive.

We are excited to present the first ANZASW Supervision Strategy. Social work supervision is essential to support the wellbeing of social workers, our profession, and those we work with. This strategy seeks to lift the quality of social work supervision and address some of the challenges social workers face in accessing high-quality supervision.

This strategy articulates the important role supervision plays in supporting social workers, enabling safe practice, and growing our profession so that we can continue to support whānau and communities in the mahi we do. It is a strategy for all of us, whether we are working in the thick of the social challenges Aotearoa New Zealand is currently facing, whether you are overseeing practice, managing or designing a service, drafting policy, or educating social work students. It is the common purposes of social work supervision which remind us that we are unified in our goals, dreams, and aspirations for our profession in Aotearoa New Zealand.

We know that social workers currently have mixed experiences of social work supervision – some good, some not so good. We want to redefine what good social work supervision looks like and to set out a pathway of how we can collectively get there. We all have a role to play in this strategy as we collectively seek to bring about the changes we've heard from social workers are needed.

We would like to thank everyone who has been involved in this journey, as without your honest, open discussion and passionate engagement, this strategy simply would not be. We also express our deep gratitude for those who have dedicated their career to supervision and have gifted us with their insights, mātauranga Māori, research findings, and personal stories.

This is the taonga upon which this strategy stands.

Nō reira,
Tēnā koutou katoa,

Sharyn Roberts
Perehitana (President)

Braden Clark
Former Kaiwhakahaere Chief Executive and Supervision Strategy Project Lead

Contents

Moemoeā/Vision

> **Quality supervision which strengthens social work practice and supports and enables a thriving social work profession as leaders for social justice.**

Why have we developed this strategy?

ANZASW has a strong history of leading policy and practice recommendations for social work supervision in Aotearoa New Zealand. As an organisation, we have been the authors of multiple national supervision policies, first included as part of the 'competency handbook' and then as a standalone policy document.

Since 2009, both the Social Workers Registration Board (SWRB) and ANZASW had different supervision policies, with the SWRB policy applying to only registered social workers and the latter to ANZASW members. The last ANZASW Supervision Policy was reviewed in 2016, however, the policy settings have remained largely unchanged since 1998. With the introduction of mandatory registration for social workers in 2021, the need for a joined-up approach to professional requirements for supervision rather than two policy statements has become evident.

In 2020, ANZASW started to review the existing policy, with the intention of providing a recommended draft policy to SWRB. However, upon speaking with the sector it became evident that experiences of social work supervision and adherence to existing policy settings is variable. There was, therefore, a need to explore and seek to address the drivers behind this variance, some of which we hypothesised sat outside of the supervision policy settings. Innovative solutions and a paradigm shift are needed to achieve the aims of any future supervision policy. For this reason, we decided to develop this strategy to strengthen the quality of social work supervision in Aotearoa. For more information about the process followed to develop this strategy, please see Appendix 2.

Commitment to Te Tiriti o Waitangi

ANZASW acknowledges Aotearoa is the tūrangawaewae of Māori, the indigenous people of Aotearoa New Zealand. We recognise He Whakaputanga and Te Tiriti o Waitangi (te reo Māori version) as the founding documents of this country. ANZASW are strongly committed to our obligations under Te Tiriti o Waitangi.

In this strategy, we utilise He Awa Whiria[1] (a Braided Rivers approach) as a framework to support us to uphold Te Tiriti o Waitangi (see Figure 1). This approach recognises that Tangata-ō te Whenua and Tangata Tiriti start from the same place and run alongside each other in equal strength; at times coming together but at other times moving away from each other to meet their specific needs. In doing so, both streams are strengthened as they flow and grow together. Our strategy reflects this through actions common to both Tangata Tiriti and Tangata-ō te Whenua, and prioritising actions intended specifically to support Tangata-ō te Whenua kāwanatanga, tino rangatiratanga, and ōritetanga.

Such an approach brings to life the articles of Te Tiriti o Waitangi, by promoting Tangata-ō te Whenua kāwanatanga (inclusive leadership - Article 1) and tino rangatiratanga (self-determination and autonomy - Article 2) over how social work supervision is shaped, defined, and delivered. It maintains ōritetanga (equal opportunity - Article 3) for Tangata-ō te Whenua by embracing different pathways and terminology for

Figure 1: Waimakariri Awa, Canterbury

social work supervision and recognising these as equal. Reorientating social work supervision towards the importance of wairuatanga as per Te Ritenga (freedom of spiritual values, belief and practices – Article 4) to ensure holistic well-being, and lastly, by promoting space for re-indigenising social work supervision for Tangata-ō te Whenua through promoting mātauranga Māori, rongoā, and other indigenous wellbeing practices and knowledge.

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[1] Macfarlane, A. (2009). *Collaborative Action Research Network: Keynote address.* CARN Symposium. University of Canterbury.

Who is this strategy for?

This strategy is for all social workers, those providing supervision to social workers, and employers of social workers within Aotearoa New Zealand. It has implications for the wider sector, including funders of social work services, professional bodies (such as ANZASW and Tangata Whenua Social Workers Association-TWSWA), and the Social Workers Registration Board - SWRB; the social work regulator).

ANZASW, as a professional body, is unable to require the approaches and recommendations contained within this strategy as we do not have a regulatory function. We have proposed a number of policy recommendations within this strategy, which we will advocate for adoption of within internal policies across organisations and will continue to work with SWRB on sector-wide responses. We hope that in leading this strategic approach we will inspire transformational shifts in how social work supervision is understood, engaged with, and promoted.

Whilst our focus within this strategy is on registered social workers, we see that supervision is important for anybody who works directly with people. We would strongly advocate that kaimahi who work in the broader social service workforce are supported with supervision. The aims and approaches outlined within this strategy could (and should) be extended into this workforce.

What are we trying to achieve?

This strategy seeks to strengthen social work supervision, which advances social work practice and fosters the continuous strengthening and transformation of our profession. It also seeks to address the current variability in experiences of social work supervision.

It is intended to provide a 10-year blueprint towards change. We have chosen this 10-year timeframe for our strategy in acknowledgement there are multiple drivers which contribute towards the complexity of the current supervision environment, including but not limited to:

- long-held attitudes;
- beliefs and practices;
- funding limitations;
- workforce capacity;
- limited training options;
- financial barriers to access training; and
- organisational culture.

Such shifts will take time to make, therefore, sustained effort over several years will be required to achieve this.

This strategy does not attempt to describe individual theories, frameworks, approaches, or models of supervision, just as we would not attempt to prescribe certain practice approaches for social workers. The use of supervision models and approaches, as informed by theory, should be carefully selected by supervisors and supervisees to ensure alignment with the practice setting, needs of social workers, and the supervisor's own identity, sense of purpose, and practice style. Models vary significantly, and new models, particularly indigenous models are emerging constantly. We recognise that mātauranga Māori sits alongside Western supervision knowledge with equal mana. We promote the development and use of different models; however, this strategy is focused on the enablers of quality social work supervision.

In this strategy we use the term 'social work supervision', however, we acknowledge the need for terms other than 'supervision', particularly to awhi/embrace the re-indigenisation of this practice in Aotearoa New Zealand. We hope to define a 'way of working and being' which underlies the professional partnership, rather than prescribing the term to be used.

What drives variances in supervision?

The reasons for the observed variance in supervision are multi-faceted. We have identified some of the key drivers in Figure 2 below. These are grouped into three overarching categories:

- the nature of the **relationship** between social workers and their supervisor;
- the **expectations** for supervision, including wider policy settings and supervision training; and
- the impact of broader **organisational** influences, such as workload, funding, and cultural responsiveness.

Quality of relationship
Skills of supervisor
Emotional support
Safety, trust and control
Consistency and review
Commitment
Personal, professional and relational attributes
Power dynamics
Cultural equity

Relationship

Expectations

Organisation

Unclear minimum standards
Accountability
Varying definitions of supervision
Contracts and agreements
Power dynamics
Guidance
Training
Experience
Professional and ethical obligations
Language

Organisational culture
Positioning of supervisor- internal/external
Delivery model
Workload and staffing
Availability of supervisors
Understanding of supervision
Funding
Government influence
Power dynamics and safety
Cultural responsiveness
Staff wellbeing
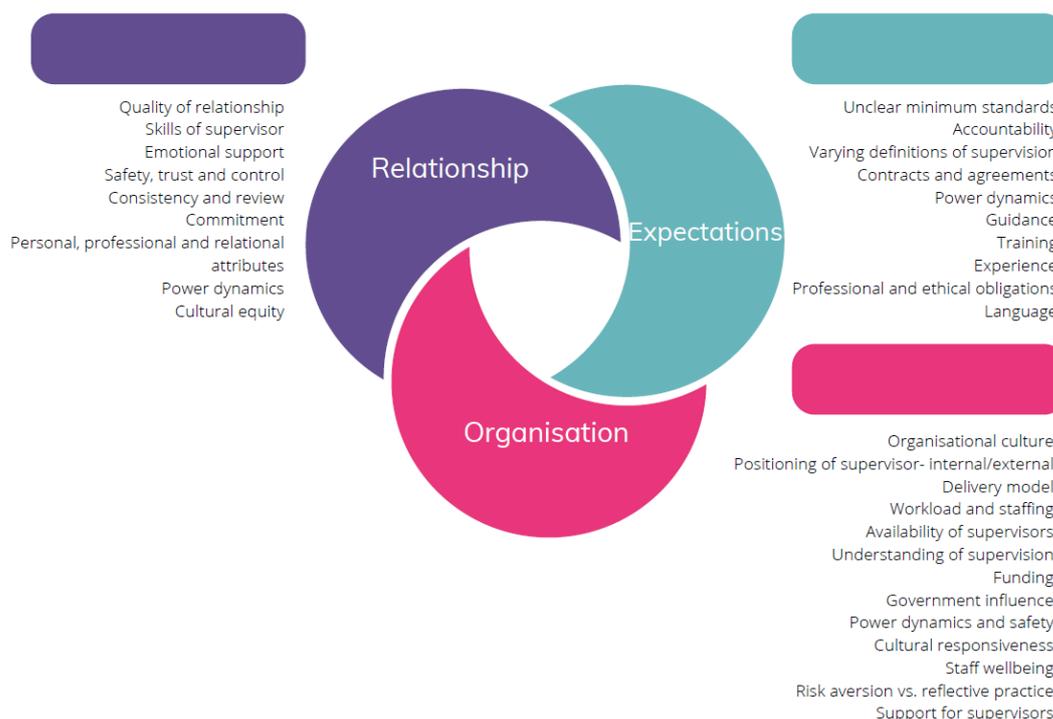Risk aversion vs. reflective practice
Support for supervisors

Figure 2: Drivers of the variance in supervision

What is social work supervision?

The term 'supervision' has been interpreted and defined in numerous ways over the decades, which may have contributed towards the variance in how it has been perceived and delivered. For some, 'supervision' brings forth feelings of warmth, support, and excitement; yet for others this term creates a sense of power imbalance, unease, and obligation. This has reinforced to us how connected language is to our emotions and how important the framing of supervision is within this strategy.

We have consistently heard from our Tangata-ō te Whenua members their experiences of and the term 'supervision' is problematic. Instead, many have articulated and utilised kaitiakitanga to describe supervision according to a te ao Māori view of the world[2]. Kaitiakitanga refers to the watching over, care for, conversation of, nurturing, protection, and guardianship demonstrated to social workers. Within the supervisory relationship, kaitiakitanga describes "an action to support, uphold and maintain responsible, trustworthy engagements between the Supervisor and social worker (Supervisee), to assist, guide, encourage and maintain *best social work practice* when working with clients and their whānau, hapū, iwi and or family" (Webber-Dreadon, 2020, p. 69).

We have decided not to seek to reframe social work supervision as kaitiakitanga for all social workers. We are cognisant that supervision experiences are variable, and some are unlikely to be considered kaitiakitanga. We do not want to further colonise te ao Māori concepts and so we have remained with the terminology of social work supervision for this strategy. However, the concept of kaitiakitanga is useful as an underlying articulation of supervision. Tangata-ō te Whenua social workers may choose to engage in kaitiakitanga or social work supervision.

Similarly, Tangata-ō te Moana members have told us that the term 'talanoa' captures the relational intent of social work supervision and stress the importance of 'vā', the space in between, or sacred space that is created when Tangata-ō te Moana come together which needs to be nurtured. We acknowledge that Tangata-ō te Moana cultures are diverse, representing 23 nation states and many languages[3], and so there will be variances in this language and interpretations of vā, particularly due to the dynamic nature of this concept. However, there is commonality in the significance of a relational approach[4] to supervision for Tangata-ō te Moana which may not be articulated via a written framework or model.

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[2] Webber-Dreadon, E. (2020). Kaitiakitanga: A transformation of supervision. *Aotearoa New Zealand Social Work*, *32*(3), 68–79. https://doi.org/10.11157/anzswj-vol32iss3id770

[3] Cook et al, 1999 cited in Mafile'o, T., Mitaera, J., Ledoux-Taua'aletoa, & Temoana, S. (n.d). *Tango Mou, Tango Atui'anga Ki Te Papa Tupuna: Pacific Cultural Humility Framework*. Oranga Tamariki: Wellington

[4] Mafile'o, T., Mitaera, J., Ledoux-Taua'aletoa, & Temoana, S. (n.d). *Tango Mou, Tango Atui'anga Ki Te Papa Tupuna: Pacific Cultural Humility Framework*. Oranga Tamariki: Wellington.

The purposes of social work supervision

There is a need to strengthen the shared understanding as to the role and purposes of social work supervision, as this understanding directly influences social workers' experiences and perceptions of supervision. For the purposes of this supervision strategy, we perceive social work supervision as:

Social work supervision

Social work supervision is an intentional partnership, typically between two social workers, which seeks to:

- **Ensure social work practice and supervision is grounded in Te Tiriti o Waitangi, cultural humility, and decolonising approaches.**
- **Focus on the wellbeing and safety of all with whom social workers interact, whilst seeking positive change for whānau, hapū, iwi, communities, and others (as relevant to the social worker's practice setting).**
- **Support and uphold ethical social work best practice, advocating for clients and system change which integrates human rights and social justice, through critically reflective conversations.**
- **Safely navigate the intersections between personal (including cultural, personal values and beliefs, motivations, and ways of making meaning) and professional identities, whilst attending to both political and organisational power dynamics as they impact on practice.**
- **Inspire and support professional development, growth, and leadership.**
- **Attend to the holistic wellbeing of the social worker.**

Social work supervision encompasses all these purposes. It is a professional **partnership** which should attend reflectively to practice (across the relevant practice setting).

Social work supervision must be responsive to the culture and diversity of the social worker and the whānau they work with, whether these are ethnicity, spirituality, gender or sexual identity, or disability. Social work supervision should demonstrate c**ultural humility**[5], which is defined as "a lifelong commitment to self-evaluation and critique, to redressing power imbalances… and to developing mutually beneficial and non-paternalistic partnerships" (Tervalon & Murray-Garcia, 1998, p.123). It seeks to transform perspectives and ways of thinking, working, and living, valuing lifelong learning as opposed to predominately focusing on skills and information about various cultures as 'cultural competency' does. The interpretation of 'culture' should not be limited to ethnicity but includes the culture of a profession as this requires humility when working with whānau and communities.

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[5] Tervalon & Murray-Garcia. (1998) cited in Greene Moton and Minkler. (2019) Cultural Competence or Cultural Humility? Moving Beyond the Debate. *Health Promotion Practice*. 2020; 21(1):142-145. doi: 10.1177/1524839919884912.
Foronda, C., Baptiste, D.-L., Reinholdt, M. M., & Ousman, K. (2016). Cultural humility: A concept analysis. *Journal of Transcultural Nursing*, 27, 210-217. Doi: https://doi.org/10.1177/1043659615592677

Social work supervision must also safely navigate the space where active aspects of identity (such as existing values and beliefs, personal agency, what social workers cherish and their reasons for entering social work) collide with professional identities to ensure safe practice with whānau.

Critical reflection[6] is a core component of social work supervision as it provides a social worker with opportunities to examine and question their approach, judgements, decisions, interventions, beliefs, "distortions in thinking, and structures in the environment" (Rankine & Thompson, 2021, pg.90). Typically, this will occur within a partnership between two social workers; however, supervision with someone who is not a social worker (interprofessional supervision), may at times better support these purposes in relation to the needs of an experienced social worker. For social workers early in their career, a supervisor who is a social worker is likely to be better placed to support the formation of a strong professional identity. Regardless of role or experience, all social workers should maintain a supportive and accountable professional relationship with another social worker, whether this is via a supervisory relationship, line manager, or another supportive relationship as per the Pā Harakeke model (outlined below).

We have chosen to use the term 'social work supervision' in this strategy document to support greater shared understanding. The term supervision often includes a prefix, or a type, such as 'clinical', 'professional', 'reflective', and 'cultural'. Such prefixes describe a particular aspect of supervision functions, with some variance in understanding as to the meaning of these terms.

Cultural supervision is often used to refer to two distinct forms of supervision, and for clarity, we have avoided the use of this term. One definition describes 'cultural supervision' as being when the supervisee and supervisor share a cultural worldview from which reflections on practice can be positioned and tensions around practising (particularly within Western dominant discourses and processes) can be explored without the need to explain shared cultural understandings or ways of being. We believe that all social work supervision should be considered 'cultural' in this respect, and this can be achieved if social workers have choice over their supervisor. The second definition of 'cultural supervision' describes an educative process, where a social worker seeks knowledge from someone of a different culture with the goal of improving their cultural responsiveness when working with that client group. Although this process undoubtedly includes reflection as a key task, it falls outside of the scope of what we would consider social work supervision. However, such needs should be supported as part of professional development for social workers.

The exception to this avoidance of specific terms is the primary use of models or frameworks in supervision which may then define the supervision as 'Kaupapa Māori[7]' or another indigenous approach. We consider such terms as describing the social work supervision approach, not deviating from the purposes as described above, and therefore remain under the umbrella of social work supervision.

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[6] Rankine & Thompson. (2021) Moving out of the Safe Zone: Promoting Learning Communities and Reflective Supervision in a Social Work Statutory Child Protection Agency. *Aotearoa New Zealand Social Work, 33*(2), 88-103.
[7] **Kaupapa Māori** – literally a Māori way, ensuring that Māori informs the agenda of Māori being Māori (Cram, F. (2017). Kaupapa Māori Health Research. In: Liamputtong, P. (eds) *Handbook of Research Methods in Health Social Sciences.* Springer, Singapore. https://doi.org/10.1007/978-981-10-2779-6_30-1)

Pā Harakeke: Social work supervision as one form of kaitiakitanga for social workers

The Pā Harakeke framework (as developed by Watson and Julian, 2023) helps to articulate the different roles and responsibilities in supporting a social worker in their practice.[8] Social work supervision is described as one strand of a network of support for social workers and is not the sole source of sustenance. Social workers need to be at the centre and nurtured and supported by those around them and the system.
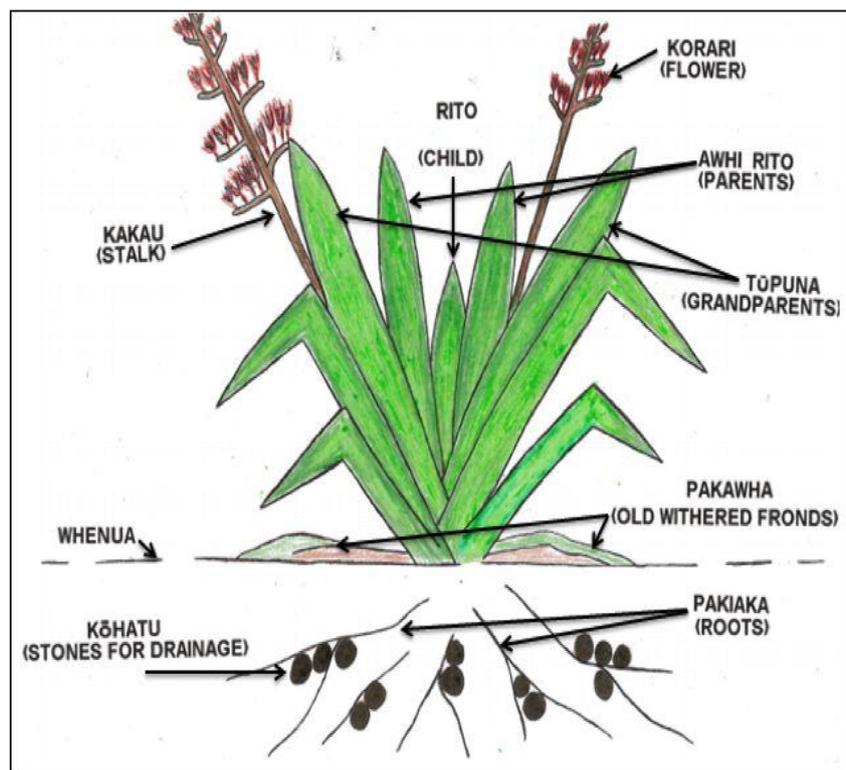

Figure 3: Pā Harakeke framework (diagram drawn by Hinemoana Watson-Pitcher).

Based on a flax bush, within the Pā Harakeke framework, there are several components (see Figure 3):[9]

- **Te rito** is the pēpi/baby of the harakeke at the centre and represents the social worker. Pā Harakeke is about the kaitiakitanga, manaakitanga, and tautoko of the social worker at the centre.
- **Awhi rito** are the mātua/parent fronds encompassing te rito. They give the immediate support to te rito. Within this context, the awhi rito is the support network around the social worker which may include: the social worker whānau/hapū/iwi, social work supervisor, line manager, kaiako, kaumātua, group or peer supervision arrangements, and colleagues.
- **Tūpuna** are the grandparent fronds which demonstrate care, protection, and support for te rito and awhi rito. In this framework, the tūpuna includes aspirational ways of relating with: the social workers employer, the broader profession of social work, professional bodies (such as ANZASW and TWSWA), the SWRB, social work education facilities, the Government, and the policies and laws that guide social work practice.

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[8] **The Pā Harakeke Framework** is predominantly used to articulate how whānau wellbeing is strengthened at the centre but has been utilised in supervision and as a research tool (Watson, 2020; Watson & Julian, 2023). Our sincere thanks and acknowledgement to Ange Watson who helped us to articulate the Pā Harakeke framework in this way.
[9] Watson, A. & Julian, R. (2023). *Pā Harakeke and supervision.* Manuscript in preparation.

- **Pakiaka** are the roots of the flax plant and represents the social worker worldview, values, and beliefs. Pakiaka are foundational and ground us. We recognise the importance of culture and worldview within supervision.
- **Kōhatu** are the pebbles and stones for drainage and in this framework are Ngā Tikanga Matatika (our Code of Ethics) that provide us with our ethics and boundaries of practice. Our ethics and boundaries are connected to and influenced by Pakiaka.
- **Whenua** is the land we stand on and represents our connections to it. We are cognisant that we are located in Aotearoa New Zealand and the importance of Te Tiriti o Waitangi.
- **Kakau** are the strong stalks that hold the korari (flowers). This represents the processes and methods used within supervision to achieve a positive outcome.
- **Pakawhā** are the old, withered fronds that drop off and are returned to the earth to nourish the plant. In this framework, they represent the experiences (both good and bad) of the social worker which provide learning experiences, further strengthening te rito.
- **Kōrari** is the flower which feeds ngā manu (the birds – komakō and tui). This represents the outcomes of social work supervision, which includes improved social worker wellbeing,[10] and better social work practice, which results in improved outcomes for whānau and clients.[11]

Awhi rito and tūpuna have different roles and responsibilities in supporting te rito. All work together in synergy to demonstrate kaitiakitanga – support, care for, and protection – of the practice and holistic wellbeing of the social worker.

Within our articulation of social work supervision, the concept of Tuakana-Teina is helpful in thinking about power dynamics, or differences in responsibilities within this relationship. Tuakana-Teina is a te ao Māori mentoring concept which literally means an older sibling caring for a younger sibling; yet recognises tuakana also learn from their teina, as per the concept of 'ako', the reciprocal dynamic of both teaching and learning. In the supervision context, it conveys the relationship between one social worker (the tuakana) outworking kaitiakitanga, demonstrating care, guidance, and nurturing, for another social worker (the teina).[12] The Tuakana-Teina concept is seen within the Pā Harakeke model in the awhi rito and tūpuna providing kaitiakitanga for te rito.

Whilst social work supervision is an intentional partnership, the support needs of a social worker are unlikely to be met entirely by this one person. Social workers should have a network of support around them to strengthen and nurture their holistic wellbeing. For example, in addition to social work supervision, and effective line management support and oversight, social workers could also have:
- Peer, team, or group supervision, which complements (not replaces) the individual social work supervision partnership;
- A relationship with a kaumātua or kuia, or other mentors/elders;
- Kaupapa Māori supervision for Tangata-ō te Whenua social workers; and/or
- Interprofessional supervision.

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[10] Rankine, M., & Thompson, A. (2021). "Moving out of the safe zone": Promoting learning communities and reflective supervision in a social work statutory child protection agency. *Aotearoa New Zealand Social Work, 33*(2), 88–103. https://doi.org/10.11157/anzswj-vol33iss2id871
[11] Wilkins, D. (2019). Social work supervision in child and family services: Developing a working theory of how and why it works. Aotearoa New Zealand Social Work, 31(3), 7–19. https://doi.org/10.11157/anzswj-vol31iss3id644
[12] Rawlings, C. & Wilson, K. (2013). *Tuakana-teina e-Belonging Report*. Ako Aotearoa: New Zealand.

One of the significant changes we are advocating for within this strategy is the separation of social work supervision away from line management responsibilities for all social workers. Line management is also referred to as 'administrative supervision' or 'internal supervision'. The use of the term 'supervision' here is problematic as it leads to confusion about the distinctions between line management and supervisors. Line managers have both general managerial responsibility as well as a pivotal role in supporting social workers around their wellbeing, day-to-day practice and workload, organisational accountabilities, and performance development and growth. Line managers retain the oversight responsibilities of day-to-day case management; (also drawing on the concept of kaitiakitanga and ideally through reflective conversations with the practitioner) for social workers.

Social workers may take some casework to discuss in social work supervision, however, this is likely to relate to their reflection in relation to ethics, or professional development needs, rather than to be used as a mechanism to oversee their day-to-day casework. Not all cases can or should be discussed within social work supervision; there should be other mechanisms in place to achieve this.

We strongly assert social work supervision has a different role, purpose, and function from line management, and there are inherent power imbalances which mean the line manager is not the best person to support the social worker through social work supervision. Social work supervision is about the kaitiakitanga of the social worker.

We have identified that training for line managers is a gap for social workers that, although sits outside of scope of this strategy, is an ongoing concern which needs to be acknowledged. We would like to see a future state where line managers of social workers are equally supported through leadership programmes and networks. These need to acknowledge the unique and challenging context of management within the social work sector and ensure they are equipped to provide skilled line management support for social workers. This strategy is not intended to address this gap; however, we hope to see future mahi across the sector which focuses on this issue.

When the network of support for a social worker works together collaboratively, this is when the social work practice of the social worker will thrive, resulting in improved outcomes and wellbeing for clients and whānau and for the social worker.

> **Nāu te rourou, nāku te rourou, ka ora ai te iwi.** [13]
> With your basket and my basket, the people will thrive.

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[13] Ngareta Herewini (Te Arawa, Ngāi Tūhoe, Ngāpuhi, and Ngāti Kahungunu) who worked closely with us on the development of this strategy suggested this as a suitable whakataukī for this strategy.

Kōhatu: The value base for social work supervision

Social work supervision should embody our social work values, as outlined in Ngā Tikanga Matatika – our Code of Ethics (see Figure 4 below).

Social work supervision is a relationship, not a transaction, and when our professional values are integrated into this supervisory relationship (as one would expect a social worker to do when working with whānau), it becomes a place of growth for social workers, supervisors, organisations, and our profession as a whole. Our Code of Ethics provides a solid foundation for this relationship, from which the purposes of social work supervision can be achieved.

We plan to do some further mahi around Ngā Tikanga Matatika and articulating how these values directly relate to the social work supervision.
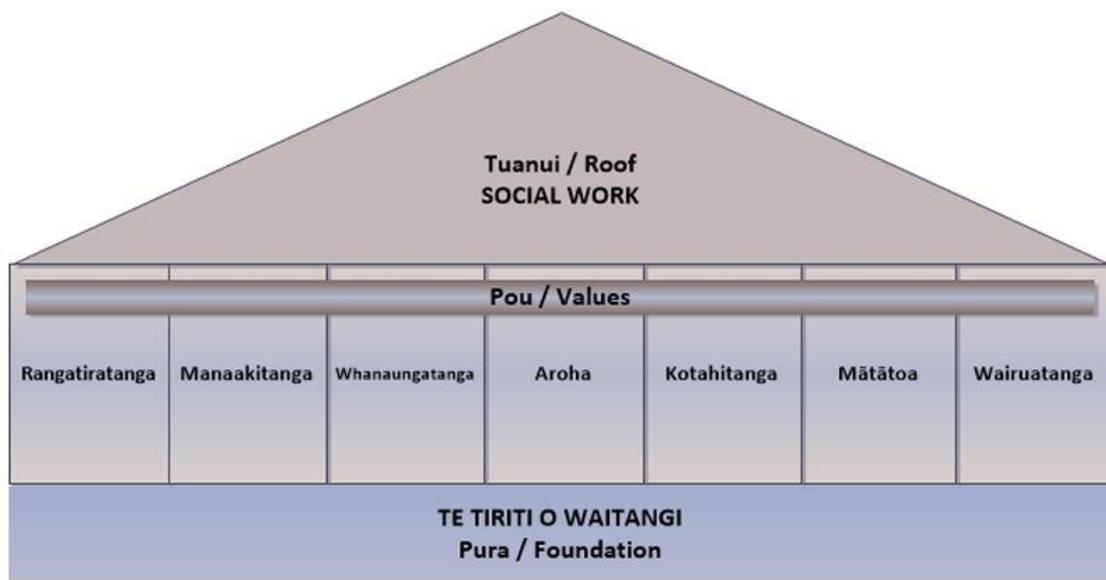

Figure 4: Ngā Tikanga Matatika - Our Code of Ethics

Key shifts – Where are we headed?

Improving social work supervision requires a paradigm shift across the profession and wider sector. Quality social work supervision is essential to developing, sustaining, and protecting our profession. Social work supervision is a partnership between social workers and supervisors and is supported and enabled by organisations, funding arrangements, and professional bodies, including the regulator.

We have therefore identified three key shift areas (drawing on the Pā Harakeke framework):
- Key shifts for social workers (te rito);
- Key shifts for supervisors (awhi rito); and
- Key shifts for the enabling sector (organisations, funders, professional bodies, and regulator – tūpuna).

We have used He Awa Whiria[14] (a Braided Rivers approach) as a framework to develop aims which sit under each key shift area. This approach recognises that Tangata-ō te Whenua and Tangata Tiriti start from the same place and run alongside each other in equal strength; at times they come together but at other times moving away from each other to meet their specific needs. Our aims reflect this, by identifying actions specific to Tangata-ō te Whenua aspirations in the supervision space (as depicted on the left side of the images below) and actions for all as depicted on the right. The intent is that by achieving these aims, both streams are strengthened as they flow and grow together.

Throughout the development of this strategy, we have identified similar equity issues for Tangata-ō te Whenua and Tangata-ō te Moana. For example, both Māori and Pasifika are currently underrepresented within the supervisory workforce. Within the aims for Tangata-ō te Whenua, we have also included Tangata-ō te Moana where there are similar equity issues.

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[14] Macfarlane, A. (2009). *Collaborative Action Research Network: Keynote address.* CARN Symposium. University of Canterbury.

Te Rito (Social Workers)

> **We want all social workers to have a social work supervision partnership which demonstrates care and kaitiakitanga, that they value, feels safe, is accessible, is regular, and meets the purposes of social work supervision in a way which is led by social workers and is culturally responsive.**

Social workers are key participants in supervision. All social workers have individual obligations regarding supervision as set out by the SWRB Code of Conduct[15], Core Competence Standards[16] and Supervision Expectations[17]. Meeting these obligations are an individual's responsibility as part of maintaining their Social Work Registration and should be supported by their employing organisation.

Social work supervision has several benefits for social workers, it:
- supports wellbeing through self-care practices and developing resiliency[18];
- grows independence in practice and professional identity[19]; and
- furthers professional competence and practice skills through critical reflection which ultimately leads to safer practice and better outcomes for whānau and communities[20].

We have heard that this last benefit is a particularly important driver for social workers engaging in supervision. Social work supervision nurtures a safe environment where practice is reflected upon using a critical lens. This is of vital importance, as many have reported that engaging in reflection in supervision provides them with assurance as a practitioner that they are keeping their clients safe.

We recognise there are circumstances that make meeting obligations around supervision and, therefore, receiving these benefits challenging for some social workers. We are seeking to reduce barriers for social workers in actively participating in social work supervision, and thus assisting social workers in meeting their obligations as a registered professional and having their holistic wellbeing nurtured within this professional relationship.

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[15] Social Workers Registration Board. (2016) Code of Conduct Principle 4.8; 4.10. SWRB: Wellington. https://swrb.govt.nz/practice/code-of-conduct/
[16] Social Workers Registration Board. (n.d) Core Competence Standard 10 (v). SWRB: Wellington. https://swrb.govt.nz/practice/core-competence-standards/
[17] Social Workers Registration Board. (2015). Supervision Expectations for Registered Social Workers: Policy Statement. https://swrb.govt.nz/download/supervision-expectations/?tmstv=1669079078
[18] Rankine, M., & Thompson, A. (2021). "Moving out of the safe zone": Promoting learning communities and reflective supervision in a social work statutory child protection agency. *Aotearoa New Zealand Social Work*, *33*(2), 88–103. https://doi.org/10.11157/anzswj-vol33iss2id871
[19] Sutcliffe 2007 cited in Holz, C. (2019). A manager's challenge: Is external supervision more valuable than increased training money for staff? *Aotearoa New Zealand Social Work, 31*(3), 127–133. https://doi.org/10.11157/anzswj-vol31iss3id654 and Ladany, Mori and Mehr 2013 cited in Davys, A. (2019). Courageous conversations in supervision. *Aotearoa New Zealand Social Work, 31*(3), 78–86. https://doi.org/10.11157/anzswj-vol31iss3id649
[20] Wilkins, D. (2019). Social work supervision in child and family services: Developing a working theory of how and why it works. *Aotearoa New Zealand Social Work, 31*(3), 7–19. https://doi.org/10.11157/anzswj-vol31iss3id644

Te Rito
Aims for social workers

For Tangata-ō te Whenua

Supervision meets identity and culture needs

Tangata-ō te Whenua and Tangata-ō te Moana social workers engage in supervision or kaitiakitanga which meets their needs around identity and draws on frameworks from their worldview.

For All Social Workers

Supervision is purposeful

Social workers engage in supervision or kaitiakitanga which achieves the purposes of social work supervision.

Supervision is regular and responsive

Social workers engage in regular social work supervision, with frequency determined by work context, level of experience, and needs.

Supervision is safe

Social work supervision demonstrates kaitiakitanga, is a safe, protected space for social workers, and supports professional growth and wellbeing.

Supervision where there is choice

Social workers exercise rangatiratanga over their supervision arrangements, engaging in social work supervision with someone other than their line manager.

Awhi Rito (Social Work Supervisors)

> **We want to continue to build a diverse social work supervisor workforce with supervisors who are:**
> - **passionate about developing and supporting social workers,**
> - **have sufficient experience as a social worker,**
> - **have received training in supervision, which includes cultural responsiveness, and**
> - **have access to ongoing support and development in their supervisory role.**

Social work supervision is an extension of social work practice, with specific skills and knowledge required to lead the supervision process. Acquisition of supervision skills and knowledge requires some form of additional training. As registered social workers, social work supervisors hold the same obligations under their registration and are required to practice according to our Code of Ethics[21] and the Code of Conduct[22]. These should be considered in relation to their supervisory practice, as this is their practice setting, and so they must demonstrate the same professional values and standards as client-facing social workers.

As the tuakana within the social work supervision relationship, there are additional responsibilities to demonstrate kaitiakitanga for the teina (supervisee). We view the social work supervisor as playing a leadership role in guiding the supervision process within the partnership.

Life-long learning is just as important in supervision practice as it is for all social workers. It is a field of practice which is constantly evolving and growing. Supporting supervisors to access continuous professional development related to their supervisory practice is an important part of this strategy.

It is common for line managers to also be the social work supervisor. The resulting power imbalances (from the manager/supervisor tension) can inhibit development of a relationship based on the values vital to social work supervision We acknowledge that there are examples where social workers have supervisory relationships with line managers that are overwhelmingly positive, and in recommending separation of social work supervision away from line management, we have no intention in severing these relationships. Line managers should continue to demonstrate kaitiakitanga, support, and oversight of social workers as a frond of Awhi Rito in the Pā Harakeke model. The line manager complements social work supervision by maintaining oversight of casework, addressing managerial and performance matters, ensuring the wellbeing of the social workers, and providing day-to-day support for social workers.

We recognise there are currently barriers for supervisors in achieving our aims. For example, access to training for supervisors is difficult, particularly for Māori and Pasifika, as cost, time, and structure of training acts as a barrier for many. There are currently disproportionately fewer Māori and Pasifika supervisors available, which limits choice for Tangata-ō te Whenua and Tangata-ō te Moana social workers who are seeking supervision with those who hold similar cultural values and worldviews. Supporting the growth of

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[21] Aotearoa New Zealand Association of Social Workers. (2019) Code of Ethics. ANZASW: Christchurch. DOI: https://www.anzasw.nz/public/150/files/Publications/Code-of-Ethics-Adopted-30-Aug-2019.pdf
[22] SWRB. (2016) Code of Conduct.

the Māori and Pasifika supervisor workforces is a priority aim of this strategy, as it would lead to more equitable choices for supervision.

Our proposed approaches for supervisors aim to awhi/embrace supervisors in their roles, with adequate experience, training, and support so that they can develop mana enhancing relationships that achieve the purposes of social work supervision as a compassionate, responsive, and consistent source of support for social workers.

Awhi Rito
Aims for social work supervisors

For Tangata-ō te Whenua

Supervision which elevates te ao Māori and Pasifika approaches
Te ao Māori and Pasifika approaches, models and frameworks of social work supervision are promoted, developed, and supported.

A diverse supervisory workforce
There will be a sufficiently large and diverse supervisory workforce, to ensure all social workers can engage in social work supervision which meets cultural and identity needs. Due to current shortages, the growth of Māori and Pasifika supervisor workforces is a priority.

For All Social Workers

Supervisors guide and demonstrate care
Social work supervisors guide social work supervision in a way which demonstrates kaitiakitanga and achieves the purposes of social work supervision.

Supervisors have skills, knowledge and capabilities
Social work supervisors have the necessary capabilities, skills, knowledge, and support to facilitate the social work supervision process.

Supervision supports wellbeing and retention
Social work supervision contributes to the retention and wellbeing of the social work profession.

Supervision partnerships are strong and accountable
Supervision partnerships are strengthened through regularly reviewed, intentional agreements between social workers, supervisors, and, where relevant, the line manager/organisation.

Tūpuna (The Enabling Sector: Organisations, Funders, Professional Bodies, and the Regulator)

> **We want social work supervision to be well understood and perceived as a collective responsibility and a valuable investment in social worker wellbeing, quality practice, and workforce retention. This means, working towards ensuring supervision is prioritised, adequately funded (including training and workforce development), and there are policies and minimum requirements that reflect the contribution social work supervision makes towards ensuring public safety and enhancing the social work profession.**

The wider enabling sector (consisting of organisations, funders, professional bodies, and the regulator) have a significant role to play in supporting and enabling social work supervision.

Employers of social workers have a significant influence over how social work supervision is supported, perceived, valued, and engaged with within organisations. In a sector often influenced by government agendas, investment in social work supervision is variable, as it does not appear to be widely understood in terms of the benefits it has for the outcomes for whānau, social workers, organisations, and the wider sector. Some organisations prioritise and invest in supervision for their social workers; however, for others, cost-effective options for delivery can be favoured over options which would best meet social workers' needs, and workloads are prioritised over regular social work supervision sessions.

The drivers in these circumstances are complex. Organisational culture is a key variable that can positively or negatively impact on social work supervision through related matters, like protected time, workloads, staffing, and demand for services. These circumstances are not only highly influenced by regulatory policy settings, but by funding arrangements that can either enable supervision to be delivered in a way which meets social workers' needs, or limit what can be achieved. Funding is ultimately determined by government priorities which are subject to party philosophy (i.e., neo-liberal market approaches to delivery of social services, social investment, and austerity measures), and can be highly reactive to media attention and reviews, wider political, economic, and social circumstances that shape the context within which social work is being practiced.

Recent pay equity settlements for Oranga Tamariki – Ministry for Children, NGOs and Iwi providers may alleviate some of the fiscal tension associated with funding social work supervision, as supervision is included within the pay equity agreement.

To achieve the intent of this strategy, it is important that there are collaborative partnerships and relationships across the enabling sector. Collaborative partnerships between iwi, Māori, Pasifika organisations and the wider enabling sector will be important to ensuring rangatiratanga for Tangata-ō te Whenua and Tangata-ō te Moana to identify, address and prioritise equity issues.

The SWRB (as the social work regulator) has mechanisms available to them under the Social Workers Registration Act 2003 to set standards for, influence, and, when necessary, monitor practice. These must align with the purpose of the Social Workers Registration Act 2003 which includes ensuring social workers are competent to practise and are accountable for their practice, promoting public safety and enhancing the

professionalism of social workers[23]. We will continue to collaborate with SWRB to foster alignment and clarity between the SWRB Supervision Expectations[24] and the recommended policy settings within this strategy.

Professional bodies have a role in responding and working with regulators, organisations, and Government around changes that impact practice. They advocate for the interests of social work and social workers, whilst providing opportunities for social workers and the wider sector to partner and develop their skills and knowledge through professional development opportunities and by facilitating professional networks.

The implications of all of this, is that the Enabling Sector is instrumental in how social work supervision is perceived, funded, prioritised, and delivered across the 'system'. Across this system there is a need to build more robust accountability around supervision. Collaboration is needed across the enabling sector to identify how accountability can be consistently achieved and whether there are cross-sector mechanisms to enable this.

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[23] s3 of the Social Workers Registration Act 2003.
[24] Social Workers Registration Board. (2015). *Supervision Expectations for Registered Social Workers.* Retrieved from https://swrb.govt.nz/download/supervision-expectations/?tmstv=1671586386

Tūpuna
Aims for the enabling sector

For Tangata-ō te Whenua	For All Social Workers
Collaborative partnerships with iwi, Māori and Pasifika	**Supervision occurs outside of line management relationships**
Partnerships between iwi, Māori, Pasifika organisations and the enabling sector are prioritised, to grow, strengthen, and develop the Tangata-ō te Whenua and Tangata-ō te Moana social work supervisor workforce.	Social work supervision occurs outside of line management relationships for all social workers.
	A sector which enables the purposes of social work supervision to be achieved
	Employers, funders, regulators, and professional bodies understand and enable the purposes of social work supervision to be achieved.
	Supervision is funded and accessible
	Social work supervision is funded and accessible for all social workers, and there is investment in the development of the supervisory workforce.
	There are consistent supervision policy settings and guidance
	Policy settings and guidance, from organisations, the regulator and professional bodies enable and support social work supervision.

Approaches – How will these key shifts be achieved?

Achieving the aims linked to these key shifts will require effort across four approaches:

- awareness raising;
- capacity building;
- relationships and advocacy; and
- recommended policy changes.

These attempt to address the underlying drivers and levers that contribute to the variability of social work supervision across the sector. We have found that these drivers sit across all levels. For example, there is a need to shift internalised attitudes around social work supervision. This could be achieved through consistent messaging and awareness raising approaches, as well as recognising and supporting the need for a larger pool of supervisors to achieve our aims around frequency and purposes of supervision. To be successful, this will require capacity building, advocacy for adequate funding, and policy approaches.

Strategies within these approaches will be included in an implementation plan which will be developed with the input of stakeholders. This implementation plan will be reviewed annually, and any outstanding tasks carried over, if still required. An evaluation of the strategy will be completed after 5 years against measures detailed further on. Some strategies are dependent on the success of others to progress and so a coordinated, planned approach will be required.

Awareness raising

Awareness raising includes several strategies aimed at changing attitudes, beliefs, and, ultimately, behaviour by providing consistent messages across the sector about social work supervision. This needs to start when social workers are still studying, with consistent education across the motu around supervision and critical reflection. These need to be tailored to different audiences to achieve maximum impact, including partnering with Kaupapa Māori and Pasifika providers. They will include a mix of messaging campaigns, resource development, and education for social workers, supervisors, organisations, regulators, and wider government funding bodies.

Capacity Building

A key driver in achieving consistency around meeting the social work supervision needs of social workers relates to ensuring we have a large and diverse supervisor workforce to meet demand, and supervisors who are well supported and reflect the diverse needs of both social workers and the whānau, hapū, and hapori we work with. There is a pressing need to prioritise supporting the growth of and strengthening the Tangata-ō te Whenua and Tangata-ō te Moana supervisory workforce, to ensure Tangata-ō te Whenua and Tangata-ō te Moana social workers have more choice over their supervisor. Strategies under this approach aim to remove barriers to becoming a trained supervisor, and supporting supervisors through building networks, creating opportunities to share practice, and mentoring to make supervisory practice an attractive career progression so that the number of social workers choosing to undertake this pathway continues to grow.

Relationships and advocacy

There are several fundamental drivers for social work supervision which sit outside of our direct control as a profession. These relate to the complexity of funding arrangements and government directives, organisational structure and climate, and the intersectionality of social work with the other sectors where we work, such as health, education, and corrections. Equipping social workers with tools which facilitate strong relationships with their organisations and supporting organisations to plan for how social work supervision will be delivered are effective strategies to influencing these drivers. Additionally, finding constructive ways to partner and organise across our profession to advocate for key changes is an important approach which will support this mahi, now and into the future.

Recommended Policy Changes

Our last approach reflects the aspiration for a set of clear policy settings regarding social work supervision. Policy settings provide minimum requirements for social workers and social work supervisors around social work supervision, which ultimately work towards SWRB's mandate of ensuring public safety and enhancing the professionalism of social work.

In recommending and advocating for these changes, we encourage amendments to both organisational and sector wide supervision policies to reflect these consistent standards for supervision. They should be considered a minimum, as best practice would in fact reflect higher expectations. We have attempted to balance best practice with known barriers to achieving equity in supervision. For example, obtaining post-graduate qualifications in supervision are highly valued, but there remain significant barriers to accessing this level of education. Setting post-graduate training as the minimum may prevent skilled supervisors from entering the supervision workforce and could add to existing shortages and inequities for Tangata-ō te Whenua and Tangata-ō te Moana social workers. Therefore, instead we have suggested minimum training as a balanced approach.

Even if these minimum expectations were met consistently across the sector, we would likely see a significant improvement in the quality and experience of social work supervision.

A full options analysis of these policy recommendations and rationale as to the risks, impacts, and dependencies associated with them can be found in our supplementary paper.

Summary of Key Recommended Policy Changes

1   Social workers **should** have choice in their social work supervisory relationship, it should be with someone who is outside of their immediate team and with someone who does not hold line management responsibility for them.

2   Social work supervision should be set at the frequency of:

- **Fully registered social workers**: At least once per month and a minimum of 10 sessions per year (recognising supervision may not occur during leave periods).
- **Provisionally registered social workers:** At least fortnightly until fully registered, provided additional social work support is available, such as a line manager or mentor. If additional social work support is not available, supervision should be weekly for the first 6 months of practice.

Social work supervision sessions should be uninterrupted and last at least 50 minutes (it is expected sessions will typically be at least 60 minutes).

3   Supervision partnerships must have a written supervision agreement as the foundation for the relationship. These should be led by the supervisee and supervisor and reviewed at least annually. Supervision agreements must include:

- Agreed structure and goals of sessions.
- Confidentiality and privacy parameters (including what will be recorded).
- Conflict resolution and process for giving and receiving feedback.
- Agreed review process and information exchange between social workers/supervisor/organisation.

Agreements should be negotiated between social workers, supervisor and, when relevant the employer/ organisation, but remain a supervisee-led process. Guidance will be developed as part of implementation.

4   Social workers who are supervisors must complete at least 5 hours CPD related to supervisory practice as part of their annual CPD hours. Some of this must demonstrate furthering cultural humility and responsiveness in their supervision practice.

5   Supervisors must engage, at least bi-monthly*, in intentional supervision about their own supervisory practice. Arrangements could include peer or group supervision with other supervisors, or participation in reflective communities of learning.

6   Social workers must have a minimum of 2 years' experience, following full registration, before undertaking social work supervision practice, and;

7   Social workers wishing to begin practicing as a social work supervisor must complete at least 20 hours of learning about supervision. A further 20 hours of learning (of which at least half must be face-to-face**) should be completed within 2 years of commencing supervisory practice, and includes:

- skills-practice,
- attaining knowledge of theories and frameworks, and
- cultural responsiveness in supervision practice.***

For social workers whose practice is solely supervision, this minimum requirement would in fact be monthly, as social work supervisors are not exempt from requirements of all social workers to engage in monthly supervision which includes reflection on practice.
** Face-to-face may also include real-time online learning which includes skill practice with others*
****A full 40 hours or more of training which meets face-to-face requirements can be completed before commencing supervisory practice without the need for additional face-to-face learning within 2 years.*

Key partners

Achieving the aims identified in this strategy will require partnerships across the social services sector. We have identified the following key partners who could assist in achieving this mahi, however, we anticipate that more partners will be identified as we progress this work.

- The Social Work Alliance.
- Social Workers Registration Board (SWRB).
- Council of Social Work Educators Aotearoa New Zealand (CSWEANZ).
- Tangata Whenua Social Workers Association (TWSWA).
- Oranga Tamariki – Ministry for Children.
- Te Whatu Ora – Health New Zealand, Te Aka Whai Ora, and Manatū Hauora – Ministry of Health.
- Te Manatū Whakahiato Ora – Ministry of Social Development.
- Social Service Providers Aotearoa (SSPA).
- Public Service Association (PSA).

Implementation of this Strategy

There are a wide range of specific actions which can be undertaken to achieve the various aims and shifts of this strategy. In consideration of this, and to ensure this strategy is responsive to real-time changes across the sector, an annual workplan of implementation activities will be developed.

The implementation plan should demonstrate application of He Awa Whiria, consistent with the guiding framework of this strategy. This will ensure actions which work towards achieving equity for Tangata-ō te Whenua and Tangata-ō te Moana in the supervision space are identified and prioritised.

Initially this will focus on activities which ANZASW can lead, but may, with the collaboration of partner agencies, grow to include projects or changes led and directed by other relevant organisations. For example, the development of an education plan around supervision may be led by social work educators themselves or collective action through the Council of Social Work Educators Aotearoa New Zealand.

An annual workplan allows for feasibility planning as to resource, timing, and flexibility, constantly looking to pair implementation of this Strategy with complementary priorities and projects occurring within the sector. The implementation plan will clearly set out what ANZASW can do and identify gaps which could then be actioned by others.

Measuring success

It is important that we track the progress of this strategy, to know whether it is successful in achieving our vision around social work supervision. This strategy will be evaluated in two stages:

- Stage 1 – achievements over the first 5 years.
- Stage 2 – overall evaluation of achieving the vision and purpose over the lifetime of the strategy (at the 10-year mark).

A review will be held after 5 years to determine progress using the measures below which are mapped to the strategy's aims across our three key shift areas. It is likely that many of these approaches will need further effort beyond the initial 5 years, as we believe it will take 10 years to achieve the vision and true paradigm shift around social work supervision.

Across all our measures and aims, we will specifically look at whether equitable outcomes are being achieved for Māori and Pasifika social workers, supervisors, and organisations.

	Measures for Te Rito (Social Workers)		
	Aims	**Target Measures**	**How it will be measured**
SW1	Tangata-ō te Whenua and Tangata-ō te Moana social workers have supervision/kaitiakitanga which meets their needs around identity and draws on frameworks from their worldview.	Tangata-ō te Whenua and Tangata-ō te Moana social workers self-report that social work supervision meets their needs and utilises frameworks which reflects their identity and culture.	ANZASW supervision survey
SW2	Social workers engage in social work supervision or have a kaitiakitanga relationship which achieves the purposes of social work supervision.	Social workers self-report that their social work supervision achieves the purposes of supervision. Social workers report that supervision space feels safe, sessions are uninterrupted, and that cancellations are rare. Tangata-ō te Whenua report that supervision supports their identity as Māori.	ANZASW supervision survey
SW3	Social workers engage in regular social work supervision, with frequency determined by work context, level of experience, and needs.	100% of social workers report minimum monthly supervision.	ANZASW supervision survey
SW4	Social work supervision demonstrates kaitiakitanga, is a safe, protected space for social workers, and supports professional growth and wellbeing.	Social workers self-report that social work supervision supports their identity, professional growth, and wellbeing. Social workers report feelings of safety in their supervisory relationships. Social workers report that their social work supervision sessions are protected time.	ANZASW supervision survey
SW5	Social workers exercise rangatiratanga over their supervision arrangements, engaging in social work supervision with someone other than their line manager.	Social workers self-report that they have had some choice of their supervisor. Supervision agreements evidence social work supervision separate from line management relationship.	ANZASW supervision survey

	Measures for Awhi Rito (social work supervisors)		
	Aims	**Target Measures**	**How it will be measured**
SUP1	Te ao Māori and Pasifika approaches, models and frameworks of social work supervision are promoted, developed, and supported.	Pasifika models being developed and shared through CPD, supervisor networks, articles. Increase in CPD available around te ao Māori supervision approaches, models and frameworks.	Stocktake of CPD, journal articles.
SUP2	Social work supervisors guide social work supervision in a way which demonstrates kaitiakitanga and achieves the purposes of social work supervision.	Supervisors identify that they are meeting purposes of social work supervision. Supervisors self-report that the social work supervision they engage in is orientated from a place of kaitiakitanga.	ANZASW supervision survey
SUP3	Social work supervisors have the necessary capabilities, skills, knowledge, and support to lead the social work supervision process.	Increase in supervisors who have engaged training and CPD related to supervisory practice. Increasing in available supervision training. Evidence of grants/scholarships and other funding of supervision training.	ANZASW supervision survey ANZASW online community audit Stocktake of supervision training
SUP4	There will be a sufficiently large and diverse supervisory workforce, to ensure all social workers can engage in social work supervision.	Increase in number of supervisors. Increase in ANZASW supervisor listings. Increase in Māori supervisors. Increasing in Pasifika supervisors.	SWRB workforce survey ANZASW supervision survey Stocktake of ANZASW supervisor listings
SUP5	Social work supervision contributes to the retention and wellbeing of the social work profession.	Students report satisfaction with social work supervision during placement. Increase in students completing placement and going on to be registered. Lower 'intention to leave' rates for reasons other than retirement.	ANZASW supervision survey SWRB workforce survey Student social workers survey
SUP6	Supervision partnerships are strengthened through regularly reviewed, intentional agreements between social workers, supervisors, and, where relevant, the line manager/organisation.	100% social workers report they have a current supervision agreement which includes their employer (if applicable) as well as supervisor.	ANZASW supervision survey

Measures for Tūpuna (the enabling sector)

	Aims	Target Measures	How it will be measured
ES1	Partnerships with TWSWA, iwi, Māori and Pasifika organisations are prioritised, to grow, strengthen, and develop the Tangata-ō te Whenua and Tangata-ō te Moana social work supervisor workforce.	Evidence of strategic and operational partnerships with iwi, Māori and Pasifika organisations around growing supervision workforce. Increase in Pasifika and Māori supervisors.	Stocktake of partnerships and evidence of actions achieved. ANZASW supervision survey
ES2	Social work supervision occurs outside of line management relationships.	100% social workers and supervisors confirm there is no line management responsibility within their supervision relationship. Evidence of organisational plans/policy which prohibits line management relationship in social work supervision.	ANZASW supervision survey Sample of organisational plans/policy
ES3	Employers, funders, regulators, and professional bodies understand and enable the purposes of social work supervision to be achieved.	Information sessions delivered to primary social work employers (Te Whatu Ora – Health New Zealand, Oranga Tamariki – Ministry for Children). Employer Information sessions are well attended (over 5 attendees). Evidence of increase in organisational supervision plans and policies.	No. of sessions delivered and to whom. ANZASW supervision survey
ES4	Social work supervision is funded and accessible for all social workers, and there is investment in the development of the supervisory workforce.	0% of social workers report they are funding their own supervision, unless self-employed. Social workers report that barriers to accessing supervision are reducing. Supervision funding included in 100% of Pay Equity settlements. Evidence of grants/ scholarships/ funding for supervision training. Increase in number of supervisors trained and available.	ANZASW supervision survey Review of pay equity settlements.
ES5	Policy settings and guidance, from the regulator and professional bodies, enable and support social work supervision.	100% of social workers audited are compliant with SWRB supervision expectations. Social workers report awareness of and perception that social work supervision guidance is useful.	ANZASW supervision survey

Concluding statement

It is our sincere hope that in implementing the approaches identified within this strategy, our vision of quality supervision which supports and enables a thriving social work profession as leaders for social justice will be achieved across Aotearoa New Zealand. However, this strategy will not succeed due to the actions of the ANZASW alone, it requires a spirit of partnership and commitment from all who work in the social work sector.

We are therefore calling upon all social workers, all organisations who employ social workers, our government and other partners, and colleagues at the SWRB to take up the wero and intention of this strategy, so that we can together share in its success and strongly support all social workers and our profession into the future.

Appendix 1: FAQs

Does social work supervision have to be external supervision?

There are many ways social work supervision can be achieved outside of the line management relationship. External supervision is one option social workers or organisations may choose, however the financial investment required to support external supervision has often made this an unaffordable option for small organisations. Funding for supervision has been included in the pay equity settlement for NGOs and Iwi providers, so this is now less of a barrier.

Outside of external supervision arrangements, there are still other options which could be utilised, and still achieve separation of supervision and line management such as:

- Cross-team or cross-region supervision;
- Collaborating with other similar organisations to share a 'pool' of supervisors; or
- Contracting a group of supervisors to engage in supervision for social workers within an organisation.

Does my supervisor need to be a social worker?

Social work supervision should be centred around social work values, ethics, and professional responsibilities. This applies to reflecting on social work practice, ensuring public safety and client safety, and ensuring that supervisors are adequately trained and accountable in relation to their supervisory practice. When supervision it is not centred on these values and responsibilities it may not achieve its intended outcomes, and accountability could be limited. Interprofessional supervision can achieve this, provided supervisors have skills in exploring the professional values of their supervisees and reflecting upon practice within this framing[25].

There is evidence that interprofessional supervision can enhance practice[26], professional identity[27] and critical reflection[28], provided there is choice in this relationship, and supervisors use a structured framework where roles are clear to avoid what Davys (2021) terms "role seepage". Role seepage describes either situations where interactions mirror a client/practitioner rather than a supervisee/supervisor, or when supervisors are unable to orientate supervision outside of their own professional scope of practice and knowledge base[29]. Other components of this structured framework are not unlike those already identified for social work supervision: the importance of trust and relationship fit, contracting, ensuring there is a clear structured process whilst remaining supervisee led, and the acceptance and openness to difference[30]. Davys notes is that the quality of interprofessional supervision is largely determined by the skill and ability of the

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[25] Davys, A., Fouche, C. & Beddoe, L. (2021). Mapping effective interprofessional supervision practice. *The Clinical Supervisor*, 40:2, 179-199, DOI: 10.1080/07325223.2021.1929639

[26] Davys, A. M. (2017). Interprofessional supervision: a matter of difference. *Aotearoa New Zealand Social Work, 29*(3), 79–94. https://doi.org/10.11157/anzswj-vol29iss3id278

[27] Holton, 2017 as cited in Davys et al., 2021.

[28] Davys, A., Fouche, C. & Beddoe, L. (2021). Mapping effective interprofessional supervision practice. *The Clinical Supervisor, 40*(2), 170-199. https://doi.org/10.1080/07325223.2021.1929639.

[29] Ibid.

[30] Ibid.

supervisor[31] [32], so training is a key factor social workers should consider when choosing an interprofessional supervisor.

There is concern that inexperienced social workers, need social work specific supervision while they are developing professional identity[33]. It is for this reason that we are recommending that any provisionally registered social workers are supervised by other registered social workers. We are not proposing any restrictions on who social work supervisors choose to offer their supervisory services to, providing their practice remains aligned with professional standards and ethics of the social work profession.

We see interprofessional supervision as part of the supportive fronds for social workers and encourage all social workers to maintain a supportive and accountable professional relationship with another social worker, particularly if their supervisor has a different professional background.

Who pays for social work supervision?

We are of the view that organisations that employ social workers should be covering the cost of social work supervision.

Funding for supervision has been included within the community and iwi social worker pay equity settlement and extension. This means that government funding will include provisions for payment of supervision for these organisations who employ social workers (they do not necessarily have to fund external supervision). Therefore, as the pay equity settlement comes through, neither organisations nor social workers who work for them should find themselves out-of-pocket because of supervision costs.

We do acknowledge that some groups in the sector are not covered within current pay equity settlements or claims. As our strategy actions set out, there is still work to be done here to ensure equity in access to supervision for all.

There is work to be done with both Te Whatu Ora – Health New Zealand and Oranga Tamariki – Ministry for Children to ensure this strategy can be fulfilled and these organisations have arrangements to meet the proposed shifts.

For private practitioners who will continue to fund supervision themselves, we acknowledge that pay equity and other mechanisms which enable supervision to be more affordable for those employed in organisations are not applicable. However, the cost of supervision for private practitioners should be considered within business overheads and charge-out rates adjusted accordingly, much like overheads such as registration and professional body fees.

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[31] Davys, A. M. (2017). Interprofessional supervision: a matter of difference. *Aotearoa New Zealand Social Work, 29*(3), 79–94. https://doi.org/10.11157/anzswj-vol29iss3id278
[32] Davys, A.; Fouche, C. & Beddoe, L. (2021). Mapping effective interprofessional supervision practice. *The Clinical Supervisor, 40*(2), 170-199. https://doi.org/10.1080/07325223.2021.1929639
[33] Ibid.

Appendix 2: Strategy Development Process

We have taken an evidence-based approach (both academic and lived experience) to this strategy development, where upholding our obligations to Te Tiriti o Waitangi have remained central to our thinking and actions.

This mahi started in 2020 when ANZASW convened an expert advisory group to review the 2016 ANZASW Supervision Policy. This review resulted in the group recommending some substantive changes. Further work to engage the wider sector was needed to solidify the evidence base around the need for, and feasibility of such changes and explore whether this mahi may benefit from a wider approach to policy development. The commitment and advice offered by this original advisory group has been pivotal to informing this mahi.

The first step in engaging the sector was in 2022, when we surveyed ANZASW members to obtain a baseline of their current supervision experiences, whilst undertaking a review of literature, particularly attending to findings from several local yet internationally acclaimed academics in the field of supervision and specifically ensuring that Tangata-ō te Whenua researchers and their indigenous models were well represented in the literature.

Next, we held a series of workshops with social workers, including those who are supervisors and social work managers to obtain qualitative accounts of supervision experiences, asking attendees to use a journey map to reflect upon the positive and negative drivers which have contributed to their understanding of social work supervision, then supporting them to identify who holds the levers to these drivers (themselves as social workers, supervisors, the organisation they worked for or more macro powers such as funders, government policy, regulatory bodies).

In total, we held five workshops. One workshop was specifically for Tangata-ō te Whenua social workers to explore their experiences and another for Tangata-ō te Moana social workers. This is in acknowledgement of the inherent power and structural inequalities created by colonisation and racism in Aotearoa New Zealand. Māori and Pasifika social workers have different supervision experiences, needs, and solutions from tauiwi which should be freely and safely explored through their own cultural worldviews and use of language.

We completed a thematic analysis of workshop discussions, which helped us identify the drivers of the variances articulated on page 6. Themes identified in the workshop discussions were echoed across the survey data and qualitative responses.

We then established a reference group to support the content development of this strategy. Expressions of interest were sought from across the social work profession and engagement in this process was high with over 60 applications received.

Again, prioritising the need to ensure safe space and rangatiratanga for Māori and Pasifika social workers throughout this process, four subgroups within the wider reference group were created representing:
- Tangata-ō te Whenua social workers
- Tangata-ō te Moana social workers
- Tangata-ō te tiriti social workers
- Social work academics

Subgroups created the opportunity for small group exploration of concepts during Reference Group meetings, and selective reporting back to the wider group. This process was supported by the ANZASW Member Support Team, who developed discussion questions and themes to guide reference group meetings and then acted as a facilitator/observer/note taker during the small group discussion. We acknowledge and thank Ngareta Herewini who led our Tangata-ō te Whenua subgroup and worked closely with the Member Support Team to ensure content discussed was not inadvertently 'reinterpreted' using a Pākehā worldview.

Multi-Criteria Analysis was conducted on the number of policy options suggested by the reference group and identified within literature, using 'feasibility, impact, unintended consequences, and dependencies' as the assessment criteria for scoring. This led to a short-list of options which were then further tested with the reference group and key stakeholders.

The strategy was then drafted by the ANZASW Member Support Team (we particularly acknowledge the work of Bronwyn Larsen, Senior Policy Analyst, for her work on this strategy), with input from others. The subgroups provided feedback and comment prior to a final draft being collated for consultation with the broader sector. Feedback from the broader sector was then analysed and incorporated into this final version of the strategy.

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