

POSITION STATEMENT ON ADMINISTRATIVE SUPERVISION

PURPOSE:

The purpose of this position statement is to present **Recommended criteria** for Social Work Administration Supervisors in order to promote high standards for the practice of Social Work Administration.

DEFINITION:

Administrative Supervision is a learning process involving face-to-face regularly scheduled conferences with a qualified social work administrator, which are designed to promote the development of professional responsibility, knowledge, skill, and ethical conduct in the administration of social work/human service agencies or organizations. This is done through discussion of administrative tasks, such as developing and implementing policies, procedures, and budgets; hiring, supervising, and evaluating employees at all levels of the organization; representing agency/organization in interfacing with the community and professional organizations as well as with governing boards or other sources of authority.

Social Work Administration is the management of material and human resources to meet the goals of a human service agency. It differs from clinical social work supervision in the focus on management of larger systems, which provide the structure and support for direct or clinical services.

QUALIFICATIONS OF THE SUPERVISOR:

The administrative supervisor must possess a bachelors, masters, or doctoral degree in social work from an educational institution with an undergraduate/graduate social work program accredited by the Council on Social Work Education. The supervisor must have five (5) years of full-time administrative experience in a social work setting and must be certified by the North Carolina Social Work Certification and Licensure Board at either the level of CSW (Certified Social Worker), CMSW (Certified Master Social Worker), LCSW (Licensed Clinical Social Worker), or CSWM (Certified Social Work Manager). Three letters of reference must be submitted to the Board from persons familiar with the applicant's management/administrative skills. One reference shall be from a human service administrator, one from a human service professional, and a third from a colleague. At least one reference must be an MSW.

The administrative supervisor should be an active participant in ongoing professional development related to the field of social work administration. This involves staying current with professional literature, attending workshops and seminars on administration and supervision, and/or giving seminars on administration or supervision.

Three of the Board's required 40 hours of continuing education per certification renewal period shall be related to social work supervision and administration. They must include:

- Academic social work courses for credit or audit.
- Formal agency-based staff development, seminars, institutes, workshops, mini-courses or conferences oriented to the enhancement of social work supervision practice, values, skills and knowledge.
- Cross-disciplinary offerings from medicine, law, and the behavioral/social sciences or other disciplines, if such offerings are clearly related to the enhancement of social work supervision practice, values, skills and knowledge.
- Other planned peer group meetings, panel discussions and study groups, which involve structured discussions on supervision and administration.

The administrative supervisor should:

- Model the highest ethical standards and seek to enhance the supervised individual's sensitivity to and knowledge of legal and ethical standards and issues.
- Have an understanding of social work practice and theory in general.
- Have a clear understanding of administrative and management theory and principals.
- Develop a supportive rapport with the supervised individual while also maintaining an objective posture in order effectively to assess and address areas of strength as well as areas needing improvement.
- Be skilled in helping the supervised individual develop competence in planning, organizing, directing, budgeting, and evaluating.
- Be skilled in helping the supervised individual develop competence in diverse administrative, educational and supportive functions.
- Be skilled in delegating responsibility and holding people accountable.
- Demonstrate the ability to train the supervised individual in the development and management of programs, organizations, policies, and personnel.
- Create an environment where innovation, creativity, and calculated risk-taking are valued and encouraged.
- Be skilled in helping the supervised individual develop competence as a leader, teacher, mentor, advocate, and coach. The supervisor must be able to coach the supervised individual in developing skills in effective communication, empowering and motivating others, influencing others, negotiating performance goals, and celebrating successful outcomes.
- Model for the supervised individual the importance of empowering employees to share in organizational power, value self, and engage in problem solving so as to create a healthy environment for change throughout all levels of service delivery.
- Be skilled in helping the supervised individual increase sensitivity to cultural diversity while motivating, inspiring and energizing employees to overcome political, social, and bureaucratic barriers to change.
- Demonstrate the ability and willingness to deal with difficult issues and provide corrective feedback to the supervisee.

- Demonstrate the ability to recognize a supervised individual's possible impairment and address this in a timely and appropriate manner with him/her, including referral when indicated.
- Recognize when it is necessary to secure consultation regarding his/her work with the supervised individual and do so.
- Model for the supervised individual a commitment to the social work profession and to one's own continuing professional growth through participation in professional social work organizations and continuing education.
- Be skilled in helping the supervised individual in the area of fostering productivity while managing and controlling work processes as opposed to controlling the individual employees.

CONFLICT OF INTEREST:

Supervision provided by the applicant's therapist, parents, spouse, former spouses, siblings, children, employees, or anyone sharing the same household, or any romantic, domestic or familial relationship shall not be acceptable toward fulfillment of certification requirements due to conflict of interest.

For the purpose of this section, a supervisor shall not be considered an employee of the applicant if the only compensation received by the supervisor consists of payment for actual supervisory hours.

A supervisor currently under sanction by this Board due to a disciplinary proceeding is not eligible to supervise a candidate for certification. A supervisor formerly disciplined by any professional organization may not provide supervision without the explicit written permission of the Board.

Approved: 9/98

Amended: 2000 to reflect CCSW change to LCSW and Board title