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## **THE MECHANISM OF PROFESSIONAL SUPERVISION IN SOCIAL ASSISTANCE**

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## **I. CONCEPT OF PROFESSIONAL SUPERVISION IN SOCIAL ASSISTANCE**

The efficient operation of the integrated social service system implies the implementation of professional supervision culture and performance assessment for the staff of social assistance system, organised by areas of responsibility and levels of competence.

Professional supervision is an important component of the social assistance system and is intended to staff directly involved in the delivery of social services to beneficiaries at local level – community-based social assistants and social workers. One of the basic tasks of supervision is to consolidate the team at local level to settle beneficiaries' cases in the community and family.

The following persons are involved in the relation of professional supervision: service manager – supervisor – supervised person. The development and consolidation of professional skills of social assistants and social workers due to supervision contributes to the increase of the quality of provided social services and has a direct impact on the beneficiaries' situation and their families. In this sense, professional supervision is an essential managerial and professional activity for any structure and organisation operating in social assistance.

### **Supervision is:**

- a) an activity with multiple objectives, which include the organisational, professional and personal needs;
- b) a form of professional support and peer counseling that can be provided in different forms (at individual and group, formal and informal meetings) and involve components with different responsibilities;
- c) a way to help, monitor and assess the employee's activity;
- d) a way to ensure the observance of professional standards to carry out the activity in line with the job description, with maximum possible efficiency (both for beginning employees and for the experienced ones).

**The goal** of professional supervision is to deliver support for the increase of professional and personal performances of social assistants and social workers, organisational development of the Community-Based Social Assistance Service (hereinafter called CBSAS) and the Home Care Service (hereinafter called HCS), improvement of the quality of social services provided to beneficiaries, as well as consolidation of the team at local level.

### **Objectives of supervision:**

- a) To develop and consolidate professional skills of the supervised social assistant and social worker to ensure their compliance with the objectives of community-based social assistance;
- b) To ensure the quality of social services provided to beneficiaries at community level;
- c) To encourage professional cooperation between social assistants and social workers involved in common tasks at community level and develop a favorable climate for best practices;

- d) To reduce stress and prevent the effects of professional burnout;
- e) To provide necessary resources for the efficient fulfillment of duties by the staff employed at community level.

Professional supervision must be empowered by the organisation's policy. The organisations interested in improving the quality of the provided social services will accept the need to supervise the staff.

**Beneficiaries of supervision** are:

- a) community social assistants integrated in the CBSAS
- b) social workers integrated in the HCS

**Principles of supervision** – help understand the importance of the professional supervision process for the social assistance practice.

*The principle of accessibility.* The entire staff involved in the delivery of social services at community level directly to beneficiaries must benefit from supervision for the purpose of developing their professional skills.

*The principle of non-discrimination.* The supervisors must understand and respect differences in perceptions, values and feelings of the supervised employees.

*The principle of responsibility for the beneficiary.* A qualitative service is the one oriented, first of all, to the beneficiary, his/her needs and towards meeting them. In this context, the supervisor has an important role in monitoring the employee's activity, he/she participates in setting the objectives, assesses the activity of the supervised person and analyses its results, monitors the effects of intervention and supports the supervised person in all the activities.

*The principle of coordinated responsibility.* The employee's decisions and activities are coordinated with the supervisor, and the obtained results are conditioned by the quality of the supervision process. From this perspective, the supervisor is also assessed on the basis of results obtained by the supervised social assistants and social workers.

*The principle of continuity.* In the context of development and continuous change of social assistance practice, all employees need regular and continuous supervision for professional improvement. The existence of a professional supervision practice is a permanent need of the staff of organisations delivering social services.

Aimed at improving the activity of social assistance, professional supervision fulfills a series of **functions**:

**F 1. The management / administrative function** achieves the following objectives:

- a) understanding and application of policies, social assistance methodology and quality standards;
- b) ensuring the quality of professional performances of the staff;
- c) ensuring the understanding of roles and responsibilities by the staff;
- d) regular review of responsibilities and decisions in compliance with the legislation and changes in the social assistance system;
- e) setting of an adequate work load for each staff member;

- f) ensuring the preparation and completion of the relevant documentation;
- g) ensuring the efficient organisation of the employee's work time;
- h) regular assessment of professional performances of the supervised staff.

**F 2. The formative function** of supervision allows social assistants and social workers to reflect openly on their performance, helps them set relevant professional goals and identify available sources of professional development. The above mentioned function is carried out through the following objectives:

- a) development of professional skills of the staff;
- b) assessment of knowledge and skills and contribution of the staff in improving the beneficiary's situation;
- c) informing, training and meeting professional development needs of the staff;
- d) informing the supervised staff on the results of performance assessment regularly and constructively;
- e) building the skill to discuss the modality of activity with beneficiaries, colleagues, other organisations, as well the agreement to learn constructively from mistakes.

Performance assessment represents the objective appreciation of the efficiency of the social assistant's and social worker's activity in the position they have for the established period and is based on criteria reflecting the standards of the organisation/institution, the duties described in the job description and specified in time limits.

**F 3. The support function.** The supervisor is a resource-person helping the supervised employees realise the skills, competences and responsibilities they have, develop their skills that will then be applied in line with the established rules.

Supervision confirms to the staff their professional and personal value, helps them handle professional stress and supports creative professional development. In this sense, the focus is on professional stress management, identification of reasons for inadequate performances, development of professional perspectives, career development, delivery of training that meets the needs.

The support function aims at helping social assistants and social workers:

- a) control their activities and the impact of these;
- b) create a safe climate in the service where they work;
- c) explore their emotional problems appeared during their work and discuss them;
- d) identify strategies and alternative intervention methods;
- e) reflect on difficulties in the relations with their colleagues and solve the conflicts.

**F 4. The mediation function** represents negotiation of the supervisor in the relation with the supervised social assistants and social workers, SAFPD specialists and other groups of specialists and organisations. The function is carried out by:

- a) informing the CBSAS manager and HCS manager, as well as the SAFPD manager on the lack or shortage of resources to solve beneficiaries' problems;

- b) using of the resources in the most efficient way;
- c) presenting the needs and proposals of the staff to the CBSAS manager and HCS manager;
- d) presenting or accompanying the supervised staff in the work with other organisations and specialists to obtain specialised consultancy;
- e) assisting and providing consultancy to the supervised persons in the settlement of complaints.

Each function of supervision carries out an important role for achievement of the major goal of social assistance.

Professional supervision can be organised in the form of **individual and group meetings**.

**Individual supervision** represents the intervention initiated by an experienced social assistant on a social assistant with less experience in order to develop professional skills of the latter and to monitor the quality of the provided social services.

Individual supervision represents an opportunity for the supervised person to benefit from individual consultancy centered on the personal professional needs. The supervised social assistant/social worker is helped to develop the skills of working with beneficiaries, identify the best ways of working independently, have confidence in his/her forces and discuss openly on the problems faced.

Individual supervision represents a permanent professional relation established between the supervised person and the supervisor, both having responsibilities for the development of this process.

The central point in the individual supervision of the social assistant is the analysis of the work on the case – case management. Training and support needs can be identified easier at the level of individual case analysis, individual discussions on the overall activity of the social assistant, on their problems related to the delivery of social services, on the position they have in the community.

The central point in the individual supervision of the social worker is the support provided for ensuring the quality of home care services provided to beneficiaries.

Individual supervision is carried out at supervision meetings attended by the supervised person and the supervisor, according to a planning established by mutual agreement. The achievement of objectives set by the supervised social assistant/social worker is a responsibility undertaken not only to the beneficiary, but also to the supervisor. This is a guarantee of the increase in the quality of social services provided and their permanent adaptation to beneficiaries' needs.

**Group supervision** is an important team building activity, professional skills development within a peer inter-learning process.

#### **Benefits of group supervision**

- a) produces a feeling of group responsibility for beneficiaries' problem solving;
- b) facilitates group learning from colleagues;
- c) facilitates the receipt of immediate answers in a support environment;

- d) identifies and uses individual skills within the team work to obtain more effects;
- e) helps generate more ideas and opinions and establish a creative culture within the team;
- f) facilitates the development of anti-discriminatory perspectives;
- g) creates a safer environment for a creative modality of work.

If transport connection between communities is missing or insufficient and funds to pay for travel expenses are insufficient, group supervision can be more appropriate as compared to the individual one.

For the professional supervision process to be more functional and efficient, it is recommended to conclude a **supervision agreement** between the supervisor and the supervised person. The supervision agreement must include indications on the goal, functions of the supervision process, needs of the supervised person, frequency, place and form of organisation of supervision meetings.

The supervision activity is a complex one, covers all aspects of social assistance and is carried out through a series of **professional roles**.

Through the **support role**, the supervisor is responsible for the maintenance of morality of social assistants/social workers, provision of emotional support to employees who are discouraged or not happy with professional problems, creation of the feeling of the own professional value, of the feeling of membership to the professionals' community, as well as of the feeling of security in the activity they carry out in the supervised persons.

The support role has the following responsibilities: supervision of the social assistant/social worker and of the group, facilitation of efficient work in the team, counseling on difficult cases.

The objective of the supervisor as a **trainer** is to create a working climate where the access to professional improvement will be appreciated and provided. Efficient supervision requires skills of involving the social assistant/social worker in the learning process.

The main responsibility of the supervisor in this context is to develop professional skills of the supervised persons. This requires the supervisor to know the content of the activity and efficient teaching methods, create, maintain and manage a social and emotional environment that will stipulate the continuous professional training process.

**The role of internal management** implies the coordination of activities, development of resources and facilitation of communication for the achievement of professional goals and objectives.

**The role of evaluator** implies the collection, analysis and interpretation of information on the performance of the social assistant/social worker, as well as on the delivery of efficient social services. The evaluation process must be continuous, and the supervisor must make sure that there is an adequate modality of collecting and interpreting data on results of the activity, designing a system to monitor the efficiency of the delivered social services.

**The role of system transversal manager** implies the responsibility to develop a programme of collaboration with representatives of different services and with the community, to set and maintain inter-professional and inter-organisational collaboration relations.

This list demonstrates a connection between the basic processes and the skills involved in the professional supervision of the staff, as well as skills required for the work with beneficiaries. The supervision relationship must establish a model of problem solving focused on results, change and empowerment.

The efficient fulfillment of supervision functions and roles imposes high requirements to the supervisor's personality. The **professional skills** a supervisor needs in order to be efficient are: the skill to build a team, to make decisions in the group, training and communication skills, the capacity to give and receive feedback, interviewing competences, presentation and coordination skills, etc.

The efficiency of professional supervision is conditioned by the learning and application of adequate methods of utilisation of the work time. **Time management** is a set of strategies helping the social assistant/social worker organise and use efficiently the work time, namely: analysis of the modality of utilisation of the work time, organisation of the work space, completion of the list with tasks and prioritisation of these, combination of tasks, development of the capacity to refuse to avoid overwork, etc.

The supervisor must identify and use adequate supervision resources, modalities of self-analysis to discover and react to the symptoms of stress and professional overstrain, both for him/herself and for the supervised persons, as well as apply individual measures for self-protection.

A supervisor must be able to express his/her own vision on the team, be able to interact with other specialists and services within the social assistance system and cooperate with them. All the above mentioned skills are essential in supervision and, in combination, can support the supervision activity in an efficient way.

## **II. ORGANISATIONAL FRAMEWORK FOR IMPLEMENTATION OF THE MECHANISM OF SUPERVISION IN SOCIAL ASSISTANCE**

The implementation of the mechanism of supervision in social assistance implies the need to provide an adequate organisational framework and the differentiation of responsibilities by administrative levels.

### **At national level**

MSPFC is responsible for the development of the concept of professional supervision in social assistance, supervision procedures, methodological and information materials, and development of supervision skills in employees with supervision responsibilities.

MSPFC is responsible for the training within SAFPD of the CBSAS and development of the normative and methodological framework for its operation.

### **At local level**



According to Government Decision no.688 of 10.06.2003 „On the structure and staff units of primarias of villages (communes), cities (municipalities)” and Government Decision no.689 of 10.06.2003 “On the organogram and administration staff of the rayon chairperson, directorates, sections and other subdivisions subordinated to the Rayon Council”, the following services are created within the SAFPD:

1. The Community-Based Social Assistance Service (CBSAS)
2. The Home Care Service (HCS)

## **Professional supervision within the CBSAS**

**The main goal** of the CBSAS is to improve professional skills of community-based social assistants and support the members of the local team with a view to deliver qualitative social services at community level.

The CBSAS has the following composition:

- a) CBSAS manager (1 unit for every administrative-territorial unit of the 2<sup>nd</sup> level);
- b) community-based social assistants with supervision responsibilities (2-4 persons, depending on the number of units). Every supervisor supervises 7-9 community-based social assistants;
- c) community-based social assistants (1 unit per 5000 people in urban areas and up to 3000 people in rural areas, but not less than 1 unit in every primaria).

Within the CBSAS, supervision will be carried out at **two levels**:

1. supervision of community-based social assistants by supervisors;
2. supervision of supervisors by the head of CBSAS.

The CBSAS manager will delegate supervision responsibilities to community-based social assistants who meet the following selection criteria:

- (a) Education: university degree in social assistance or social-human sciences / secondary special education in social assistance / studies on the basis of the initial training courses in social assistance.
- (b) Experience: preferably 2 years of experience in social protection system.
- (c) Other:
  - a) Ability to work under a required schedule;
  - b) Morale features;
  - c) Communication skills;
  - d) Knowledge of computer and practical experience in Windows applications.

The selection of supervisors will take account of professional skills of the employed staff, the willingness of the community-based social assistant to assume supervision responsibilities, the geographic location of communities in each raion, the possibilities to travel between communities and to the raion center, the existence of a telephone line.

In addition, the idea of informal supervision will be promoted to provide support to newly-recruited community social assistants in the process of professional integration. For this purpose, pairs of colleagues will be created where a more experienced community social assistant will provide consultation to a newly-recruited social assistant.

### **Timetable of supervision activities within the CBSAS**

Given the existing circumstances, namely the fact that the supervisor combines the duties of a community social assistant and supervisor, as well as taking into account the problems related to travel possibilities, the following is recommended as a minimum:

1. one monitoring visit in the field to every supervised community social assistant in 2-3 months;
2. one large group meeting in the raion centre every month (all community social assistants and the CBSAS manager);
3. one small group meeting in the raion centre every month (the supervisor with the supervised community social assistants);
4. the other contacts will be done depending on the needs.

**The reporting** of activities within the CBSAS will be carried out:

- a) from the community social assistant to the supervisor;
- b) from the supervisor to the CBSAS manager;
- c) from the CBSAS manager to the head of SAFPD.

In order to mobilise the existing resources at raion level to obtain specialised consultancy with a view to solve complex problems of the beneficiaries, the CBSAS manager or the community social assistant will refer the monitored cases to SAFPD specialists' consultation.

### **Working conditions**

For the fulfillment of supervision responsibilities, the supervising social assistant must be provided with the following conditions: telephone/access to telephone, funds for monitoring visits in the field (travels), office supplies.

### **Professional supervision within the HCS**

Formal supervision **within the HCS** will be carried out by the manager of the service. Informal supervision will be provided by experience social workers to the newly-recruited ones.

HCS managers will receive training in the methodology of professional supervision. Supervision activities will be adjusted to the standard procedures developed and approved by the MSPFC.

### **Timetable of supervision activities within the HCS**

The supervision of social workers includes:

- a) monitoring visits in the field once a week (in line with the criteria and tasks set by the supervisor);
- b) one group meeting at the raion once a month (all social workers with the HCS manager);
- c) the other contacts will be carried out depending on the needs.

**The reporting** of activities within the HCS will be carried out:

- a) from the social worker to the HCS manager;
- b) from the HCS manager to the SAFPD manager.

In order to create and consolidate the **community-based social assistance** team, it is vital to establish cooperation relations between the CBSAS and the HCS. This cooperation will be focused on:

- a) setting the modalities of cooperation between the community social assistant and social worker: identification and evaluation of beneficiaries, provision of support, mobilisation of the community to solve beneficiaries' problems;
- b) broadening the area of beneficiaries' social needs coverage and facilitating their access to social services;
- c) providing professional support to the social worker by the social assistant within the joint activity.

In order to improve the professional supervision process and broaden the coverage of professional support needs for the staff with different levels of competence, the idea to involve SAFPD specialists with relevant experience in professional consultation of community-based social assistants and social workers will be promoted. Community-based social assistants and social workers will have the possibility to contact the specialists directly or via the supervisor or the CBSAS/HCS manager: the main specialist in the issues of families with children at risk, the specialist in child rights protection, the main specialist in the issues of older and disabled people, the specialist in the issues of provision of material support to socially vulnerable persons.

In order to motivate community-based social assistants to fulfill supervision responsibilities, the MSPFC recommends the use of different salary categories:

- a) salary categories no. 9-13 for the community-based social assistant;
- b) salary category no. 14 for the supervising social assistant.

### **III. STANDARD PROCEDURES IN PROFESSIONAL SUPERVISION**

#### **1. Professional supervision within the Community-Based Social Assistance Service**

**Goal:** provide professional support to community social assistants for the efficient fulfillment of duties stipulated in the job description and ensure clarity in the roles and responsibilities assigned to the employee.

## **1.1 Standard procedures for the supervision of community social assistants**

### **A. Development of the community social assistant's professional skills for case management:**

#### **Administration of the case management:**

##### ***Procedure 1.***

The supervisor makes sure that the supervised community social assistants utilise the method of case management for at least the following cases:

- a) taking a protective measure for people in difficulty and for beneficiaries of social services;
- b) taking a protective measure in case of child abandonment prevention;
- c) taking a protective measure in case of prevention of a child or adult institutionalisation.

##### ***Procedure 2.***

The supervisor with the community social assistant checks the eligibility criteria (admission criteria) of beneficiaries for social services, using all the possibilities created in the supervision activity, namely:

- a) individual and group supervision meetings;
- b) monitoring visits in the field;
- c) procedures of case referral to specialised social services;
- d) completion of the beneficiaries' record file, etc.

##### ***Procedure 3.***

The supervisor checks the work load of the supervised community social assistant taking into consideration the following aspects:

- a) the number of cases managed by the supervised social assistant;
- b) the complexity of cases;
- c) the knowledge of the corresponding issues;
- d) the relation with the beneficiary and his/her family;
- e) the cooperation with people, services and institutions from the community.

##### ***Procedure 4.***

The supervisor informs the CBSAS manager on the eligibility of examined cases, the work load of the supervised community social assistants.

#### ***Stages of case management***

## ***Identification of the case***

### ***Procedure 5.***

The supervisor checks if the supervised community social assistants use all the possibilities to inform the community population on the available social services and cash benefits, eligibility criteria, possibilities to make and settle complaints on the access and quality of the provided social services (at the primaria, schools, health units, local medias, church, etc.).

### ***Procedure 6.***

The supervisor checks if the identification of cases is conducted from at least one of the following sources:

- a) direct contact of the applicant and/or family/legal representative;
- b) referral from another public or private service/institution and
- c) written or telephone notification by other people than the family members / legal representative of the applicant.

### ***Procedure 7.***

The supervisor checks if the supervised community social assistants fill in the beneficiaries' file on a regular basis. In emergency cases, the registration of the beneficiary can be done after the first intervention (placement in a safe place, provision of the first medical aid, nutrition, etc.).

## ***Initial assessment of the beneficiary's situation***

### ***Procedure 8.***

The supervisor checks if the supervised community social assistant carries out the initial assessment of the beneficiary's situation as soon as possible from the date of case registration, depending on the emergency and complexity of the case (within 10 days from the date of registration).

### ***Procedure 9.***

The supervisor checks if the community social assistant uses standardised methodology in the initial assessment ("Case Management" Guidebook, Annex no.1).

### ***Procedure 10.***

The supervisor checks if the community social assistant has identified correctly, on the basis of data from initial assessment, cases for referral to specialised or very high need services.

### ***Procedure 11.***

The supervisor checks if all the cases referred by the community social assistant to specialised social services are coordinated with the supervisor and transmitted to the CBSAS manager.

## ***Complex assessment of the beneficiary's situation***

### ***Procedure 12.***

The supervisor checks that the complex assessment of the beneficiary's situation is carried out in line with the standardised methodology ("Case Management" Guidebook, Annexes no.2 and no.3) by:

- a) making home visits (announced and unannounced);
- b) involving the multidisciplinary team, if necessary;
- c) involving the beneficiary and his/her family/legal representative in the evaluation process.

## ***The individualised assistance plan and its implementation***

### ***Procedure 13.***

The supervisor checks that the individualised assistance plan of the beneficiary is developed in line with the standardised methodology ("Case Management" Guidebook, Annex no.4);

### ***Procedure 14.***

The supervisor checks that the community social assistant, in cooperation with the multidisciplinary team (when appropriate) develops the individualised assistance plan in line with the following conditions:

- a) the individualised plan is adjusted to the beneficiary's needs identified during the initial and complex assessment;
- b) the beneficiary and his/her family are actively involved in this process;
- c) the planned interventions meet the identified individual needs of the beneficiary;
- d) the development of the individualised assistance plan took account of all relevant and available resources (individual and from the community).

The individualised assistance plan of the beneficiary is signed by the community social assistant, members of the multidisciplinary team (if they participate), beneficiary and his/her family/legal representative. To make the beneficiary more responsible, an agreement is signed between the beneficiary/legal representative and the social assistant ("Case Management" Guidebook, Annex no.6).

### ***Procedure 15.***

The supervisor checks that social services are delivered in line with the individualised assistance plan of the beneficiary, the signed agreement and the timetable.

### ***Procedure 16.***

In the process of work on the case, the supervisor recommends the community social assistant to:

- a) observe the delivery of services/activities stipulated in the individualised assistance plan of the beneficiary;
- b) check the progress achieved by the beneficiary, the achievement of objectives, the new problems and review the individualised assistance plan;
- c) facilitate the relation between the beneficiary and the community-based professionals, services and institutions;
- d) record information, progresses, evolution of the case in the beneficiary's file on a regular basis

***Procedure 17.***

The supervisor checks the accuracy of the decision to close the case or refer it to specialised social services. Cases that could not be solved at community level, because of the lack or insufficiency of social services are referred to specialised social services ("Case Management" Guidebook, item VIII Case Closure).

***Procedure 18.***

The supervisor checks if the decision of the community social assistant to reopen the case is justified.

***Procedure 19.***

The supervisor checks if the community social assistant follows the Ethical Code of the Social Assistant on the principles of communication with the beneficiary through the following actions (when necessary, for difficult cases, depending on the availability of resources), namely:

- a) checks if the drawn up documentation is signed by the beneficiary;
- b) has selective discussions with beneficiaries and family members to see if they are happy with the social services received;
- c) discusses with community representatives (mayor, secretary of the mayor's office, teachers, neighbors, relatives, etc.);
- d) analyses the notifications made by beneficiaries;
- e) other available methods.

***Procedure 20.***

The supervisor checks that the community social assistant draws up and completes documentation on the case, in line with case management procedures ("Case Management" Guidebook) namely:

- a) that the beneficiary's file reflects all the actions taken on this case;
- b) that beneficiaries' files are kept in a special place, which ensures maximum confidentiality of information.

**Frequency:** supervision on procedures 1-20 will be carried out:

- a) once a month in group meetings;

- b) once in 2-3 months in individual meetings;
- c) when necessary, more frequently.

***Procedure 21.***

Supervising social assistants will inform the CBSAS manager regularly on the level of skills building in case management, the needs of community social assistants in learning the case management methodology.

**B. Personal development of the community social assistant**

***Emotional support***

***Procedure 1.***

The supervisor supports the supervised social assistants in the self-assessment of stress and professional overstrain, the symptoms of professional stress.

***Procedure 2.***

The supervisor with the supervised social assistants analyses the potential of professional overstrain caused by the conditions specificity of the job (lack of resources, conflict relations, lack of information, overwork, boredom, lack of feedback and appreciation, sanctions, conflict of values, as well as tensions caused by the lack of expected results from certain groups of beneficiaries).

***Procedure 3.***

The supervisor provides emotional support, support in using mediation techniques for professional burnout, management of stress and overstrain, the use of individual stress prevention techniques.

**Frequency:** when necessary.

**Form of work:** individual or group meetings.

***Organisation of work time (time management)***

***Procedure 4.***

The supervisor with the supervised social assistants analyses the efficiency of the use of work time by:

- a) fulfilling activities set by the position;
- b) developing and implementing the monthly work timetable;
- c) selectively checking beneficiaries' files;



- d) identifying tasks that are not fulfilled within the set deadlines.

The information collected as a result of these actions will allow the supervisor to establish whether the community social assistant is overworking or not. This information will be transmitted to the CBSAS manager for analysis and identification of measures to improve the activities and use of the work time.

#### ***Procedure 5.***

The supervisor with the supervised social assistant estimates the working conditions:

- a) presence of a personal office;
- b) presence or access to equipment (telephone, consumables, computer, Xerox, fax, internet, etc.);
- c) development of the flexible work schedule;
- d) access to transport units of the primaria.

#### ***Procedure 6.***

The supervisor informs the supervised social assistants on the modalities of efficient organisation of work time (prioritisation of tasks, combination of tasks, political refusal when they cannot keep their promise, etc.) and techniques of excluding and facing current distracting factors (unplanned visits, excessive telephone calls, incoming mail).

#### ***Procedure 7.***

The collected information, as well as the formulated suggestions will be transmitted to the CBSAS manager who will take measures to improve the working conditions for community-based social assistants.

**Frequency:** the procedures specified in this section will be carried out once a year for information and, when necessary, for provision of support.

**Form of work:** individual and group meetings.

### **C. Monitoring of professional skills development**

#### ***Procedure 1.***

The supervisor assesses the professional development needs of the supervised social assistant and together with the supervised person develops the individual plan of professional development (Annex no.4).

**Frequency:** once a year.

**Form of work:** individual meetings.

#### ***Procedure 2.***

The supervisor with the supervised social assistant reviews the individual plan of professional development on the basis of performance assessment. The dates of review are included in the individual plan of professional development of the supervised social assistant (Annex no.4).

**Frequency:** once in 6 months from the date of plan development.

**Form of work:** individual meetings.

### ***Procedure 3.***

The supervisors inform the CBSAS manager on a regular basis on the professional development needs identified in community-based social assistants for analysis and planning of formal and informal continuous training sessions.

**Frequency:** once a year.

## **1.2 Standard procedures for the supervision of supervising social assistants (for the CBSAS manager)**

### **A. Development of supervision skills in supervising social assistants**

#### ***Procedure 1.***

Continuous notification of supervisors on by-laws, methodological developments, positive practice in the field and other relevant information. For this purpose, the CBSAS manager will:

- a) contact the SAFPD manager, the MSPFC, when appropriate, to receive information on recent developments in social assistance and will transmit this information to supervising social assistants;
- b) participate in different meetings and trainings at national and regional level in the field of social assistance;
- c) organise meetings/seminars at local and level for exchange of experience, depending on the available resources.

**Frequency:** whenever necessary.

**Form of work:** group meetings.

#### ***Procedure 2.***

The skills for the fulfillment of supervision activities will be developed and consolidated by:

- a) consolidating the skills in the methodology of case management;
- b) consolidating the skills in new methodologies of social work;
- c) consolidating the skills in the methodology of organisation and delivery of

- d) consolidating the skills in the methodology of professional development needs assessment and development of the individual plan of professional development;
- e) consolidating the skills in the methodology of emotional support and work time management;

**Frequency:** whenever necessary, but at least once a year.

**Form of work:** group meetings.

## **B. Development of skills for monitoring of case referral to specialised social services**

### ***Procedure 1.***

In order to check the eligibility of each case referred to specialised social services, the CBSAS manager will analyse:

- a) on the basis of the beneficiary's file, the date of assessments (initial and/or complex), the actions taken on the case, as well as the social needs of the beneficiary that cannot be met at community level and require specialised interventions;
- b) the specialised social services available at raion level and adequate to the identified needs of beneficiaries.

If the recommended specialised social services are not developed at raion level, the availability of the required services will be considered, first of all, in neighboring raions (following the principle of providing social services in the proximity of the beneficiary).

In addition, the information on the lack of social services referred to the identified needs of people at community level will be transmitted to the SAFPD manager to be taken into account in the planning process.

**Frequency:** permanently, when necessary.

### ***Procedure 2.***

To register the cases referred to specialised social services, the CBSAS manager will:

- a) introduce the relevant information in the Register of cases referred to specialised social services (Annex no.6);
- b) refer all cases of children proposed for placement outside the family to the Gate-keeping Commission.

**Frequency:** permanently, when necessary.

### ***Procedure 3.***

The CBSAS manager will refer the case to the identified specialised social service in line with the beneficiary's needs.

**Frequency:** permanently, when necessary.

### **C. Personal development of supervising social assistants**

#### ***Emotional support***

##### ***Procedure 1.***

The CBSAS manager informs the supervisors and the community social assistants on:

- a) modalities of self-assessing professional stress and overstrain;
- b) the analysis of the potential of professional overstrain caused by the conditions and specificity of the job (lack of resources, conflict relations, lack of information, overwork, boredom, lack of feedback and appreciation, sanctions, conflict of values, as well as tensions caused by the lack of expected results from certain groups of beneficiaries).
- c) techniques of mediation of professional burnout, management of stress and overstrain, individual stress prevention techniques.

**Frequency:** once a year for information and, when necessary, for the provision of emotional support.

**Form of work:** group meetings.

##### ***Procedure 2.***

The CBSAS manager provides emotional support to supervisors and community social assistants.

**Frequency:** when necessary.

**Form of work:** individual and group meetings.

#### ***Organisation of work time (time management)***

##### ***Procedure 3.***

The CBSAS manager provides consultation and support to supervisors and community social assistants in the work time management:

- a) analyses the efficiency of the use of work time;
- b) estimates the working conditions: presence of a personal office, presence or access to equipment (telephone, consumables, computer, Xerox, fax, internet, etc., the possibility to have a flexible work schedule, access to transport units of the primaria, etc;
- c) consults on modalities of efficient organisation of work time (prioritisation of tasks, combination of tasks, political refusal when they cannot keep their promise,

etc.) and techniques of excluding and facing current distracting factors (unplanned visits, excessive telephone calls, incoming mail).

**Frequency:** when necessary.

**Form of work:** individual and group meetings.

## **D. Monitoring of supervision skills development in supervising social assistants**

### ***Procedure 1.***

The CBSAS manager assesses the professional development needs of supervising social assistants.

**Frequency:** once a year.

**Form of work:** individual meetings.

### ***Procedure 2.***

The CBSAS manager provides support in the development of the individual plan of professional development of the supervisor, on the basis of dates of assessment of professional development needs (Annex no.4).

**Frequency:** once a year.

**Form of work:** individual meetings.

### ***Procedure 3.***

Review of the Individual Plan of Professional Development on the basis of performance assessment. The dates of review are included in the individual plan of professional development of the supervisor (Annex no.4).

**Frequency:** once in 6 months from the date of plan development.

**Form of work:** individual meetings.

### ***Procedure 4.***

The CBSAS manager informs the head of SAFPD regularly on the identified professional development needs of supervisors and community social assistants for analysis and planning of continuous training sessions.

**Frequency:** once a year.

## **1.3 Standard procedures on professional supervision of social workers within the Home Care Service**

**Goal:** provide professional support to social workers for the efficient fulfillment of duties listed in the job description.

Formal supervision procedures are fulfilled by the HCS manager.

### **A. Development of professional skills for the provision of home care services:**

#### ***Procedure 1.***

The HCS manager checks the workload of the social worker taking into account the following aspects:

- a) the number of cases managed by the social worker;
- b) the complexity of cases;
- c) the relation with the beneficiary and his/her family.

**Frequency:** once a month at group meetings, as well as at individual meetings, when necessary.

#### ***Procedure 2.***

The HCS manager checks that the social worker provides home care services in line with:

- a) the individualised assistance plan of the beneficiary;
- b) the signed contract;
- c) the schedule of visits.

**Frequency:** once a month at group meetings, as well as at individual meetings, when necessary.

#### ***Procedure 3.***

The HCS manager checks that the individualised assistance plan of the beneficiary is reviewed at least once in three months and modifications are made in line with the new identified needs.

**Frequency:** once a month at group meetings, as well as at individual meetings, when necessary.

#### ***Procedure 4.***

The HCS manager checks that the social worker draws up and completes documentation on beneficiaries in line with the methodology of the service namely:

- a) that the beneficiary's file contains all the home visits made according to the schedule;
- b) that the file contains all the care provided to the beneficiary stipulated in the individualised assistance plan.

**Frequency:** once a month at group meetings, as well as at individual meetings, when necessary.

***Procedure 5.***

The HCS manager checks the accuracy of the social worker's proposal on removal of the beneficiary from the Home Care Service.

**Frequency:** individual meetings, when necessary.

***Procedure 6.***

The HCS manager checks that beneficiaries' files are kept in a safe place, which provides maximum confidentiality of information.

**Frequency:** when necessary, during monitoring visits in the field.

***Procedure 7.***

The HCS manager checks that the social worker follows the minimum quality standards set for the HCS.

**Frequency:** when necessary, during monitoring visits in the field.

***Procedure 8.***

The HCS manager provides support in the creation of cooperation relations at community level with the community social assistant, health worker and in the mobilisation of community members for the provision of support to HCS beneficiaries.

**Frequency:** when necessary.

## **B. Personal development**

***Procedure 1.***

The HCS manager provides emotional support to social workers.

**Frequency:** when necessary.

**Form of work:** individual and group meetings.

***Procedure 2.***

The HCS manager informs social workers on the modalities to manage the work time efficiently (prioritisation of tasks, combination of tasks, political refusal when they cannot keep their promise, etc.).

**Frequency:** when necessary.

**Form of work:** individual and group meetings.

***Procedure 3.***

The HCS manager assesses the social workers' professional development needs for the analysis and planning of continuous training sessions.

**Frequency:** once a year.

**Form of work:** group meetings.