

Supervision Competence Framework

June 2019



OVERVIEW AND EXPLANATION

The first competence relates to contracting in the supervision relationship.

This part of the framework explores and clarifies the frame for the supervision relationship.

Competence 1 **Manages the Supervision Contract and Process**

Establishes and maintains a working contract with the supervisee (and relevant stakeholders) and manages the supervision process effectively.

The next three competences relate to the functions of supervision.

This is a reference to the Developmental, Qualitative and Supportive functions of supervision. The Developmental Function concerns developing the supervisee's capabilities, the Supportive Function relates to providing a supportive space for the supervisee and the Qualitative Function concerns ensuring the supervisee is aligned to quality standards and ethics.

Competence 2 **Facilitates Development**

Enables the supervisee to improve the standard of their practice through a process of facilitated reflection.

Competence 3 **Provides Support**

Provides a supportive space for the supervisee to process the experiences they have with clients and to prioritise their wellbeing as a coach or mentor.

Competence 4 **Promotes Professional Standards**

Supports high standards relating to professional, ethical and reflective practice, in coaching, mentoring and supervision.

The next three competences relate to supervisor capacity.

The term 'capacity' relates more to how a person is being than what they are doing. In this framework, the capacities we refer to describe levels of awareness that enable the supervisor to carry out the other competences.

Competence 5 **Self-Awareness**

Consciously uses and develops the 'self' in service of the supervision relationship and process.

Competence 6 **Relationship Awareness**

Understands and works with the layers of relationship that exist in the supervision process.

Competence 7 **Systemic Awareness**

Is able to recognise and work with the dynamics of human systems.

The final competence relates to working with groups.

This concerns the unique dynamics of group supervision.

Competence 8 **Facilitates Group Supervision**

Skilfully handles supervision group dynamics.



Competence 1

Manages the Supervision Contract and Process

Establishes and maintains a working contract with the supervisee (and relevant stakeholders) and manages the supervision process effectively.

1. Invites exploration of the purpose of supervision and how it differs from coaching /mentoring
2. Describes the frameworks that underpin their supervision practice
3. Agrees and reviews the practical, professional and relational aspects of the supervision process with the supervisee and other stakeholders, as appropriate
 - a. Practicalities may include duration, frequency, cost and location
 - b. Professional expectations may include roles, responsibilities, boundaries and power dynamics within the supervisor/supervisee relationship
 - c. Relational aspects concern creating the right conditions for the relationship, e.g. openness, authenticity and confidentiality
4. Maintains an informal, oral contract which evolves with the supervision relationship
5. Uses a formal, written contract, where appropriate
6. Works with the supervisee to evaluate the supervision and determine the process for ending the relationship

Competence 2

Facilitates Development

Enables the supervisee to improve the standard of their practice through a process of facilitated reflection.

1. Supports and challenges the supervisee to develop their coaching / mentoring knowledge, skills and behaviours
 2. Offers interventions that challenge and disrupt the supervisee's existing perspectives, assumptions and paradigms
 3. Engages the supervisee in a process of critical reflection regarding their practice and supports them to develop their own reflective capability
 4. Encourages the supervisee to explore and use different frameworks, tools, techniques and perspectives
 5. Employs a range of models, theories and frameworks as a supervisor in order to support and develop the supervisee
 6. Shares personal and professional experience, as well as additional resources, appropriately, in service of the supervision process
 7. Supports the supervisee to develop their understanding of diversity and apply an inclusive approach in their practice
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Competence 3

Provides Support

Provides a supportive space for the supervisee to process the experiences they have with clients and to prioritise their wellbeing as a coach or mentor.

1. Creates a safe, reflective space for the supervisee
2. Demonstrates belief in the supervisee's potential and resourcefulness
3. Offers support, where appropriate, for example
 - a. Recognises signs of stress and voices these concerns, as appropriate
 - b. Supports the supervisee to maintain their well-being, safety and resilience
 - c. Works with the supervisee on difficult coach/mentoring cases
 - d. Shares ideas regarding practice development, business challenges and professional goals
4. Explores options for additional support, when necessary
5. Supports the development of the supervisee's professional identity

Competence 4

Promotes Professional Standards

Supports high standards relating to professional, ethical and reflective practice, in coaching, mentoring and supervision.

A. Professional Practice

1. Recommends membership of a relevant professional body and adherence to a formal code of ethics
2. Encourages the supervisee to have the appropriate insurance and awareness of legal and professional requirements for the country in which they practice
3. Ensures own supervision records are compliant with local data protection regulations
4. Is familiar with current debates and issues in the supervision profession

B. Ethical Practice

1. Abides by a relevant code of ethics as a supervisor
2. Is aware of the limits of their competence as a supervisor
3. Encourages the supervisee to find alternative professional support, as appropriate
4. Focuses on continuously developing ethical maturity as a supervisor
5. Works with the supervisee in managing and resolving ethical dilemmas
6. Demonstrates an inclusive approach which acknowledges and respects difference

C. Reflective Practice

1. Is committed to participating in their own Continuing Professional Development and developing their reflective practice as a supervisor
2. Seeks and reflects on feedback from the supervisee
3. Receives regular supervision on their work and growth as a supervisor
4. Uses a variety of methods to engage in regular reflective practice

Competence 5 Self-Awareness

Consciously uses and develops their 'self' in service of the supervision relationship and process.

1. Acknowledges the limitations of their individual perspective as a supervisor
2. Demonstrates a willingness to work at their learning edge as a supervisor
3. Makes appropriate use of 'self as instrument' in their supervision practice
4. Is willing to work with ambiguity, uncertainty and complexity as a supervisor
5. Develops their knowledge, understanding and awareness in relation to their self as a supervisor

Competence 6 Relationship Awareness

Understands and works with the layers of relationship that exist in the supervision process.

1. Treats supervision as a non-judgmental, collaborative, learning relationship
2. Establishes and maintains effective boundaries in the supervision relationship
3. Adapts style and structure of supervision to the unique needs of the supervisee
4. Identifies and addresses difficulties in the supervision relationship
5. Attends to issues relating to power within the supervision relationship
6. Identifies and can work with parallel process

Competence 7 Systemic Awareness

Is able to recognise and work with the dynamics of human systems.

1. Is alert to the impact of systems on the supervisee and supervision relationship
2. Is familiar and can work with 'systems thinking' frameworks
3. Takes a helicopter view in order to see alternative perspectives
4. Raises the supervisee's awareness of
 - a. The systems in which they are operating
 - b. The effects of power, influence and relationship within the system/s
 - c. The influence of culture within the system/s
5. Where appropriate, develops the supervisee's organisational awareness, for example
 - a. Dynamics associated with leadership; including authority, subservience and competition
 - b. Relevant organisational dynamics, e.g. formal and informal roles, networks and coalitions

Competence 8 Facilitates Supervision Groups

Skilfully handles supervision group dynamics.

1. Contracts with the supervision group to create a safe space for all members
2. Works in service of the group as a whole as well as the individuals within it
3. Supports the supervision group through the stages of its development
4. Adapts supervision process according to group dynamics
5. Elicits individual contributions
6. Notices and draws attention to the effect of 'parallel process' within the group
7. Effectively manages time throughout the session

Promoting Reflection and Dialogue

EMCC supports the use of competence frameworks as part of a broader approach to the training, development, and assessment of coaches, mentors, and supervisors. The EMCC Supervision Competence Framework describes the skills and behaviours we believe to be associated with good practice in supervision.

EMCC also recognises that competence frameworks have limitations and that there are some qualities of an effective supervisor that are difficult to define. Supervision is, essentially, a relational process. Please bear this in mind when working with this document.

The capability indicators listed below each competence are for guidance only. They are intended to stimulate dialogue and enable reflection; they are not a checklist of specific requirements for effective supervision.

EMCC, founded in 1992, exists to develop, promote, and set the expectation of best practice in mentoring, coaching, and supervision globally for the benefit of society. Our vision is to be the 'go to' body in mentoring, coaching, and supervision.

