

# SUPERVISION GUIDELINES



**Leadership Sub-Committee**

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Supervision Guidelines and further information about supervision can be found online at:
https://www.presbyterian.org.nz/for-parishes/calling-and-working-with-ministers

For further information, please contact:

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# **A: THE SUPERVISION GUIDELINES OF THE PCANZ**

## **1 Who Should Have Supervision?**

All paid ministry staff<sup>1</sup> in the Presbyterian Church of Aotearoa New Zealand are required to have regular, intentional, and external supervision (GA 2010).

## **2 Definitions**

### **2.1 MINISTRY**

Ministry is people of faith in Christ loving and caring for others and the world. Ministry involves biblical standards of accountability and ethics.

### **2.2 MINISTER**

2.2.1 National and Local Ordained Ministers in ministry appointments are required to have regular, external, qualified professional supervision. This is a core requirement for the Certificate of Good Standing.

2.2.2 Ministry Interns and LOM Probationers are required to have both professional external supervision and a mentoring minister.

2.2.3 Ministers who are in ministry positions outside the PCANZ (e.g. chaplaincy) or in other employment (ministers 'within the bounds') are encouraged to make their own arrangements for supervision.

2.2.4 Amorangi are trained and supervised through Te Aka Puaho.

2.2.5 Local Shared Ministry members are supervised by the LSM Enabler, and may also have external supervision by mutual agreement.

### **2.3 MINISTRY STAFF**

People are employed for a range of ministry, mission and administrative roles within the church.

2.3.1 Any employed person responsible for ministry is required to have professional supervision.

2.3.2 Those employed for management or administrative roles may have professional supervision if agreed in the employment contract.

2.3.3 Those in voluntary ministry roles must be adequately supported by the church. This may include professional supervision, by mutual agreement.

### **2.4 REGULAR**

Monthly supervision is the recommended minimum for those in active ministry, regardless of the number of hours worked.

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<sup>1</sup> "paid ministry staff" – refers to a person receiving remuneration for the provision 'ministry' as defined above.

## **2.5 INTENTIONAL**

- 2.5.1 Supervision is a structured conversation with a person who has an understanding of the goals and purposes of supervision.
- 2.5.2 Supervision is committed to ethical standards for ministry, grounded in the Code of Ethics of the PCANZ and other frameworks such as the Child Protection Policy.
- 2.5.3 The supervisee understands the nature and purpose of supervision and comes prepared for each supervision session.
- 2.5.4 Supervision may be held either in person or online.

## **2.6 EXTERNAL**

- 2.6.1 External supervision takes place between a supervisor and practitioner who do not work for the same organisation, and it occurs outside of the worker's normal place of work (Beddoe, 2012). Therefore supervision is not collegial.
- 2.6.2 External supervision is not oversight or management. A supervisor must not be in a position of authority over a supervisee.
- 2.6.3 Supervision is confidential. Information shared in supervision may not be shared with another person or organisation, unless the supervisor holds grave concerns for the wellbeing of the supervisee or for a person to whom the supervisee is ministering.

## **2.7 QUALIFIED**

- 2.7.1 All supervisors must be trained in professional supervision.
- 2.7.2 Supervisors are experienced and competent professionals and must be affiliated with a professional body.

## **2.8 PROFESSIONAL**

- 2.8.1 Supervision is a paid service offered by a trained professional.
- 2.8.2 Costs are paid by the congregation or employing body.

## **3 Presbytery Responsibilities**

Presbyteries are required to oversee supervision.

Book Of Order 8.4(1d): *"Presbytery has responsibility of overseeing supervision, education and training of ministers and students."*

9.6 (1): *"Presbytery must ensure that every person selected for training as a minister has adequate supervision."*

- 3.1 Presbytery shall maintain lists of qualified supervisors and be proactive in ensuring supervisors are available in their areas.
- 3.2 Presbytery shall annually check that all ordained ministers are undertaking supervision as per the definitions above and that this is proving satisfactory.

- 3.3 Presbytery shall ensure that supervision is provided for all employed ministry staff.
- 3.4 Presbytery shall ensure that parishes understand supervision requirements and budget for it.

## 4 Minister Responsibilities

The responsibility to undertake supervision lies with the minister.

BOO 6.8(2): *“A minister is responsible for nurturing and practising his or her own spiritual life and for undertaking ministry development in accordance with supplementary provisions.”*

- 4.1 It is the responsibility of the minister to arrange their own supervision and use regular supervision to maintain accountability, self care and a high standard of pastoral care.
- 4.2 Ministers shall inform the presbytery of the name and contact details of their supervisor.
- 4.3 It is the responsibility of the minister to ensure that they know how to access the maximum benefit from supervision.
- 4.4 TEAM MINISTRY: Where several ministers/employees work together, team supervision shall be necessary on a regular basis, in addition to individual supervision.

## 5 Ministry Staff Responsibilities

- 5.1 It is the responsibility of employed ministry staff to arrange their own supervision and use regular supervision to maintain accountability, self care and a high standard of pastoral care.
- 5.2 Ministry staff shall inform their employing body of the name and contact details of their supervisor.
- 5.3 It is the responsibility of ministry staff to ensure that they know how to access the maximum benefit from supervision.

## 6 Congregation Responsibilities

- 6.1 The Conditions of Service Manual 2.7.1.1 indicates parishes are to pay reasonable costs associated with supervision, including the cost of travel.
- 6.2 Congregations are responsible for ensuring that all stipended, paid staff and volunteers are well supported and trained. Those not receiving professional supervision must be provided with suitable pastoral and professional support.

## 7 Supervisor Responsibilities

- 7.1 Supervisors are expected:
  - a) to be trained in professional supervision and competent as a supervisor
  - b) to be receiving their own supervision<sup>[[L]]<sub>SEP</sub></sup>
  - c) to be affiliated with a professional body.<sup>2</sup>
- 7.2 In the supervision relationship, supervisors are expected to:
  - a) discuss the content and purpose of supervision with the supervisee<sup>[[L]]<sub>SEP</sub></sup>

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<sup>2</sup> For example: New Zealand Association of Counsellors, New Zealand Christian Counsellors Association, Aotearoa New Zealand Association of Social Workers, Australasian Association of Supervision, Korowai Tupu.

- b) organise an appropriate place and time <sup>{[ ]}</sup><sub>{SEP}</sub>
- c) ensure that sessions stay focused on supervision pertaining to ministry
- d) be aware of ethical issues and reflect on the Code of Ethics of the PCANZ
- e) be transparent about any boundary issues in the supervision relationships, such as conflict of interest, and address these appropriately
- f) keep a brief confidential record of each session (these are available to the supervisee only) <sup>{[ ]}</sup><sub>{SEP}</sub>
- g) contact the supervisee's presbytery or employing body if they have serious concerns for the wellbeing of the supervisee or a person to whom the supervisee is ministering.

7.3 Supervisors are required to inform the presbytery or employer annually of how many supervisions sessions were held in the previous calendar year.

## **B: UNDERSTANDING SUPERVISION**

### **Theological Foundations of Supervision**

The Presbyterian Church of Aotearoa New Zealand sees regular professional supervision as an important part of ministry practice. It assists us to fulfill our calling to minister in Christ's name. The theological basis of supervision is in the triune God who is revealed in covenant relationship with Israel and God's people through Jesus Christ. Jesus is *"the Word made flesh"*, who came in human person sharing the joys and sorrows of human beings. The gospel teaches that Christ is present in human relationships; Jesus assures us that, *"where two or three are gathered together in my name, there am I in the midst of them."* God is therefore revealed in our meeting with each other. In supervision we are in the fellowship of the Holy Spirit who has been promised as one who will *"lead us into all truth"*. The Holy Spirit empowers us for the work of ministry and is therefore present in all our ministry relationships.

Supervision is a way of holding ourselves accountable to God for our conduct. Our theology reminds us of our brokenness as well as our calling, and we face with honesty and courage our own shortcomings, sin and temptations. Supervision as a guide to integrity reminds us of our ethical responsibilities to others, reflecting God's heart for the vulnerable.

Supervision is a tool for growing in maturity in Christ, coaching as we *"run the race set before us"* and fulfill our calling. It encourages reflection about boundaries in the practice of pastoral ministry, explores work-life balance, and promotes healthy habits for the well-being of ministers. This nurtures the professional and personal development of those in ministry.

### **The Importance of Supervision**

*"Supervision is a place of trust where a healthy relationship gives me a safe place to acknowledge and work with my clinical concerns, stresses, fears and joys."* Johnson in Carroll and Gilbert (2006)

Supervision is an investment in the wellbeing and ongoing development of those in ministerial roles in the church. Supervision can be a long-term context promoting wellbeing and preventing the needs for an 'ambulance at the bottom of the cliff'.

The nature of church ministry and human relationships is such that conflict is inevitable no matter how well things start out and despite goodwill intended. All ministry staff, including volunteers, have the potential to be in conflict with others, either with those being ministered to, or those in leadership or management. No one is exempt from engaging in conflicted interactions when situations arise that involves disagreement, or change to be managed. If discussions around these issues are to take place how we manage these discussions and the emotion that is engendered is crucial. Having the opportunity to take already occurred or potential situations to supervision can provide a more complete perspective so that action takes place rather than reaction.

The supervision context is not clouded by the conflicts in relationships occurring within the ministry setting. It is safe, unbiased and objective and therefore, must be external to the ministry context. Supervision provides a neutral place to talk about the nature of the conflict, to understand one's own role in it and to grow in skills and competency in working with it and through it.

## THE FOCUS OF SUPERVISION

The **GOAL** is continuing improvement in the **QUALITY** of ministry

The **CONTEXT** is an atmosphere of **TRUST** and **OPENNESS**

The **VEHICLE** is a **PROFESSIONAL RELATIONSHIP**

The **FOCUS** is actual **EVENTS**

### Supervision is ...

One definition of the function of supervision is described by Inskipp and Proctor (1993) as attending to the following three categories:

- **NORMATIVE** – effective practice. Professional and ethical conduct.
- **FORMATIVE** – learning and development, ongoing formation, future
- **RESTORATIVE** – support, well-being, self-care, work/study/life balance

Supervision can be seen as:

- A 'dynamic and generative collaboration'.
- An emphasis on learning, stimulation and creativity
- Able to provide benefits to morale, wellbeing, satisfaction, resilience and sustainability
- An invitation or opportunity to experience new insights, and for personal and professional development.

Supervision as a professional growth strategy (Carroll, 2006)

- Alerts ministers to ethical and professional issues in their work and creates ethical watchfulness.
- Allows ministers to measure the impact of their work on their lives and identify their personal reactions to their professional work.
- Creates a layer of accountability and offers a 'third-person' perspective (feedback and discernment).
- Is ultimately for the welfare and better service of the people ministered to.
- Can 'buffer' the negative effects of working in a complex social and spiritual environment. Supervision provides social and emotional support leading to greater long term job satisfaction and motivational commitment.

### Supervision is not ...

Supervision isn't friendship, giving advice, spiritual direction, therapy, counselling, prayer, telling your story, joint sermon preparation, discussion of common problems or concerns. All these may be good things in themselves; if supervision time is used for them, it isn't supervision. Supervision is not intimate relationship, but a professional relationship subject to the highest ethical standards and safe from emotional, spiritual or sexual exploitation.

Supervision is not collegial. While it is tempting to go to someone you know and like for supervision, a dual relationship as colleagues or friends limits the capacity of supervision to address your blind-spots and challenge your practice of ministry. The church has high expectations of supervision as a training ground for ethical practice. It is important to share our joys and struggles with friends and colleagues, but this is not supervision.



Distinctions between supervision, therapy and spiritual direction:

- The supervision focus is upon the professional work of the supervisee.
- Supervision has an educative function through external reflection and feedback.
- Personal growth is a by-product, not the aim of supervision.
- Spiritual growth is by-product, not the aim of supervision.

## **Supervision Encourages Ministry ...**

Supervision encourages people in ministry (both lay and ordained) to:

- a) exercise their ministry in a professional manner,
- b) take responsibility to address their physical, spiritual, mental and emotional health needs,
- c) work from a secure basis of integrity and trust,
- d) develop and practice appropriate disciplines and skills through professional development and feedback,
- e) guard against the possibility of misunderstanding and over-dependence,
- f) preserve appropriate inter-personal disciplines and boundaries. Ministers must be aware of the power of their position and avoid abuse of that power and any manipulation of a person in the guise of giving counsel. It is a serious abuse of power to use a calling or a pastoral position to further a personal relationship of an emotional or sexual nature, and it is a breach of duty.

## **A Good Supervisor**

**A good supervisor provides:**

- a supportive, safe, neutral environment
- full attention
- space for you to reflect on what you do and how you do it
- feedback to you
- space for feedback from you
- relevant information

**A good supervisor will encourage you to:**

- be active in supervision
- accept responsibility for your thoughts, feelings, attitudes, actions
- observe and clarify your thoughts, feelings, reactions
- become aware of the effects of your words and actions
- find other ways of looking at things
- discover and explore your options
- come to your own conclusions, choices and decisions
- acknowledge your strengths and successes
- keep the focus on the event material you present
- keep in mind the fundamental goal of improved quality of service

**A good supervisor has knowledge, experience, integrity and skill to:**

- maintain 'professional distance'
- help you deal with transference and counter transference in your work and the supervision process. [*Transference: the active past. Although we are in the present, our past is always with us, and dynamic in every relationship. Because it arises in the past, it fails to fit the present. Inappropriateness is an important signal of transference.*]

- recognise parallel process. [*What you present from my work is mirrored in the relationship with my supervisor.*]
- recognise the limits of their own skill and offer appropriate referral.

#### **A good supervisor ensures that supervision**

- stays within the ethical boundaries agreed in the contract
- does not become counselling or therapy
- is not used for any purpose but supervision.

### **Preparing for Supervision**

**As supervisees we are responsible** for what we present in supervision and for identifying what makes it important enough to spend time on.

**Anything is appropriate** that arises from actual events and can affect, or is affecting, the quality of our work, for instance our role in a particular situation, priorities, time management, insights, people, committees or institutions, changes, pressures, needs....

#### **Things to take to supervision might include:**

- The most significant event in my work since my last supervision ...
- I felt out of my depth when ...
- This incident/concern keeps pushing itself back into my mind ...
- I am aware of strong feelings about something that has happened ...
- When this happened it seemed to be a pattern repeating itself ...
- I am so tired / angry / miserable / elated / worried ...
- I want to clarify where I stand on a particular issue ...
- I want to stop something like this happening again ...
- Something awesome happened and I want more of that ...
- I seem to keep avoiding/putting off ...
- My partner/colleagues are worried that I might be ...

#### **When we arrive for supervision we need to be able to say**

- This happened
- This is my question
- This is what I want

#### **Supervision works best if:**

- We are open and honest
- We report our behaviour, observations, reactions and feelings accurately
- We accept feedback, including valuing our strengths
- We monitor our feelings and responses (including our need to justify, explain)
- We remember that what happens in supervision is our responsibility
- We remember that the purpose is to keep improving the quality of the service we give.

## Supervision Contracts

**A contract describes a unique relationship.** Each supervision relationship is unique; it is the only supervision in which these particular people work together. Their experience and understanding of supervision may differ, so they need to clarify what they are doing. If they don't there can be confusion and disappointment. A contract is the best safeguard.

**A contract helps establish the relationship.** Negotiating a written contract can be an important step in the setting up supervision. It can be a learning experience and a model. It emphasises each person's commitment. It encourages effective use of time.

**A contract provides a framework.** Some people find making a detailed, specific contract a good base for on-going work. A contract sets ground rules for the shared task. It provides a framework for evaluation (are we doing what we agreed to do?). It can be re-negotiated and adapted to meet needs.

**A contract involves three parties.** In the context of external supervision in the PCANZ, contracts are a three-way agreement between the supervisee, the supervisor, and the presbytery or employing body.

### Significant things to consider in negotiating a contract:

1. The purpose of the supervision.
2. The process of supervision that each person expects
3. Where and how supervision sessions will happen (i.e. in person or online?)
4. The roles and tasks of the supervisee in this relationship.
5. The roles and tasks of the supervisor in this relationship.
6. How and when the supervision will be evaluated.
7. What ethical code or covenant will be adhered to.
8. The working details:
  - (a) What preparation will be done prior to a session?
  - (b) The working format of the session – e.g. how it will begin and end.
  - (c) How material will be presented [e.g. *orally, written, verbatim, tape*]
  - (d) What records will be kept and how material will be disposed of.
  - (e) The frequency, day, time and length of sessions.
  - (f) Starting and review dates and the proposed duration of the contract.
  - (g) Agreement about cancellations, regularity, punctuality, interruptions.
  - (h) Confidentiality [*what might lead the supervisor to wish to break confidentiality? What would he or she do? See also (d) above.*]
  - (i) What to do if there is conflict, or if one participant has a complaint.
9. How payment will be arranged.

Not everything suggested here will be written into the contract but discussing it helps to clarify both parties' expectations. Sometimes it may clarify for one or other person that the relationship is not likely to work.

## References

The Leadership Sub-Committee acknowledges the contribution to this resource by Margaret Feist and Margaret Pullar for a workshop in Southland Presbytery in 1993.

Baxter, R. & Mayor, T. (2008) *Supervision Scrapbook*. Wellington: Presbyterian Church of Aotearoa New Zealand (Limited edition)

Beddoe, L. (2012). External supervision in social work: Power, space, risk, and the search for safety. *Australian Social Work*, 65(2), 197–213.

Carroll, M. (2006) *One more time: What is supervision?* Psychotherapy in Australia.

Carroll, M. & Gilbert, M. (2006) *On being a Supervisee: Creating Learning Partnerships*. Victoria: PsychOz Publications, p6

Inskipp, F. & Proctor, B. (1995) *The Art, Craft and Tasks of Counselling Supervision: Part 2, Becoming a Supervisor*. Twickenham: Middlesex, Cascade.

## C: SAMPLE DOCUMENTS

### Ministry Supervision Annual Report

The Presbyterian Church of Aotearoa New Zealand requires ministers and others in ministry roles to have regular (typically monthly) professional supervision.

Year: \_\_\_\_\_

Presbytery: \_\_\_\_\_

Please submit this to: \_\_\_\_\_

email: \_\_\_\_\_ by April of the following year.

Minister/Supervisee: \_\_\_\_\_

Position: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Professional membership: \_\_\_\_\_

Email: \_\_\_\_\_

Number of supervision sessions held during the year: \_\_\_\_\_

If less than 10, please comment:

Anything you wish to note for presbytery:

Many thanks!

## Sample Supervision Contract (1)

Between \_\_\_\_\_(Supervisor)

Professional membership: \_\_\_\_\_

and \_\_\_\_\_(Supervisee)

Position: \_\_\_\_\_

Employing body/presbytery: \_\_\_\_\_

Our agreements for the purpose of ministry supervision:

1. Supervision sessions will take place ... when? \_\_\_\_\_ how often? \_\_\_\_\_ where? \_\_\_\_\_.

Both parties are responsible for punctuality and to notify each other if the appointment cannot be met.

### 2. Responsibilities of the Supervisor are:

- to be trained and competent as a supervisor, and to be receiving clinical supervision<sup>[SEP]</sup>
- to discuss the content and purpose of supervision with the supervisee<sup>[SEP]</sup>
- to organise an appropriate place and time<sup>[SEP]</sup>
- to ensure that sessions stay focused on supervision pertaining to ministry
- to be aware of ethical issues and reflect on the Code of Ethics of the PCANZ
- to keep a brief confidential record of the outcome of each session, these are available to the supervisee only

### 3. Responsibilities of the Supervisee are:

- to come prepared for supervision by identifying areas of concern or issues from their pastoral practice
  - as a first priority, identify aspects of their work which have safety and ethical implications; e.g. if an attitude or feeling (positive or negative) about a person might be affecting their ministry to that person.
  - to tell the supervisor about events or circumstances in their own life which may be affecting their ministry
  - to discuss training
  - to follow through on any mutually agreed outcomes within the agreed timeframe
4. It is expected that the relationship between supervisor and supervisee will be honest, safe and equal. There will be invitations to discuss how the supervision is going, and what may feel helpful or unhelpful.
  5. All information is confidential, with the exception of safety and ethical issues which have not been resolved within a specific timeframe. If these issues are unable to be resolved the supervisor will inform the presbytery/employer, with the supervisee having the option of being involved in this process.
  6. If a problem arises between the supervisor and the supervisee, we will, if need be, appoint a mutually agreed facilitator to help us resolve the issue.
  7. The supervisor will receive regular supervision to review the supervision process.

8. This contract will be renegotiated after six months, with the option of the supervisee either continuing with or changing their supervisor.

9. The fee will be \_\_\_\_\_

Invoices to be sent to: \_\_\_\_\_

email: \_\_\_\_\_

Signature of Supervisor \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Supervisee \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Presbytery/employer \_\_\_\_\_

Date: \_\_\_\_\_

## Sample Supervision Contract (2)

Based on "Supervision Scrapbook" by Rod Baxter & Trissel Mayor

<b>Minister/Employee:</b>	<b>Supervisor:</b>	<b>Prof Ass:</b>
<b>Parish/Employer:</b>	<b>Presbytery:</b>	
<b>Contract Begins:</b>	<b>Contract Reviewed:</b>	

### We understand supervision to be a regular opportunity where:

- The supervisee reflects on their work
- The supervisee receives feedback about their work
- The safety of those in our ministry is ultimately paramount

### Practicalities

We will meet for ..... (#) hours every ..... (period) at ..... (venue) at a time arranged at the end of the previous session. The hourly rate is \$.....

### Procedures

We agree that the following arrangement will take place in the following situations:

Cancellation of a session: .....

If we conflict: .....

If there is a need for extra supervision: .....

Keeping of supervisory notes: .....

Confidentiality: .....

### Roles and Responsibilities

Supervisee is responsible for:

- Preparing for supervision
- Presenting in supervision
- Applying learning
- Feedback to self
- Feedback to supervisor
- Keeping notes

Supervisor is responsible for:

- Time Keeping
- Giving Feedback
- Monitoring the relationship
- Creating a safe space
- Monitoring ethical issues
- Keeping notes if needed

Re-negotiation of this contract: at any time either party (supervisee and/or supervisor) may initiate discussion about this contract. This will be done in advance to allow preparatory time.

Signed: ..... (Supervisee)

Signed: ..... (Supervisor)

Signed: ..... (Presbytery/Employer)