

Support and Supervision Core Competences (for all bureau supervisors)

The support and supervision competences are underpinned by three key principles as follows:

You need to

- Know the boundaries of your authority
- Be confident and assertive with your authority
- Understand what you need to achieve to meet each competence at an appropriate level for your role and degree of authority.

Key skills for working in a support or supervision role in bureaux.

1A Manage your time effectively

To do this you need to be able to:

1. Prioritise tasks and regularly review your priorities
2. Meet work deadlines
3. Use your time effectively and efficiently

Before doing this you need to:

- a. Plan how you will use your time in the short medium and long term.
- b. Know how to use time planning tools and methods
- c. Identify priorities and focus your efforts accordingly
- d. Be able to work on a broad range of activities
- e. Be able to handle several tasks at once.
- f. Be able to identify when you need to ask for help.

1B Ensure policies and procedures are followed

To do this you need to be able to:

1. Demonstrate good practice in following policies and procedures
2. Explain policies and procedures to others, including Research and campaigns
3. Promote good practice in customer service
4. Feedback and challenge colleagues where appropriate.
5. Identify and feedback when policies/procedures are not effective or problematic

Before doing this you need to:

- a. be familiar with Citizens Advice/bureau and other appropriate policies/procedures
- b. understand the importance of upholding Citizens Advice/bureau and any other appropriate policies/procedures
- c. understand the importance of a customer service approach
- d. be able to feedback and challenge appropriately
- e. know bureau procedures for feeding back to managers where an aspect of policy or bureau procedure is ineffective or problematic
- f. know when and how to seek support

1C Coach and mentor individuals

To do this you need to be able to:

1. Identify the need for individual coaching/mentoring
2. Design coaching sessions and programmes
3. Demonstrate skills to learners
4. Provide individual instruction
5. Give clear explanations and instructions
6. Enable workers to apply knowledge to practising skills
7. Monitor and review progress and give feedback
8. Adjust timing, pace and progress in

Before doing this you need to:

- a) Understand the elements of a coaching/mentoring programme
- b) Know how to demonstrate skills effectively
- c) Be willing and able to adapt pace and style to individual needs
- d) Be able to carry out formative assessments
- e) Be able to give constructive feedback
- f) Understand the importance of regular monitoring and reviews of progress
- h) Understand the importance of regular

the light of learning

encouragement and feedback

- i) Model good practice

1D Give appropriate and effective feedback

To do this you need to be able to:

- 1. Give feedback that follows good practice principles e.g. timely, fair, specific, constructive

Before doing this you need to:

- a) Recognise why feedback is important
- b) Know the principles of effective feedback
- c) Understand how people may respond to feedback
- d) Be confident and assertive

1E. Work as an effective member of the bureau support and supervision team.

This builds on C3 - Contribute towards a safe and positive working atmosphere

To do this you need to be able to:

1. demonstrate good health and safety practice
2. work co-operatively with colleagues to complete tasks efficiently and effectively
3. communicate clearly about what you need and expect from colleagues
4. Keep colleagues informed about the progress of projects, plans and issues
5. consult with colleagues where appropriate
6. make use of expertise within the team
7. be pro-active in offering help, support and expertise to colleagues
8. model behaviours that demonstrate respect for colleagues.
9. Engage positively with colleagues and managers in discussions about new ideas or ways of working.

Before doing this you need to:

As C3 plus:

- a) Know the boundaries of your health and safety responsibilities within the bureau
- b) Have appropriate training for your health and safety responsibilities e.g. first aider.
- c) Know what role you are expected to play in any given team task
- d) Be aware of the roles, responsibilities and expertise within the team
- e) Know the principles of effective team work
- f) Know the principles of effective communication

1F Contribute to building and supervising an effective team

To do this you need to be able to:

1. Communicate clearly about expectations
2. Build trust and respect among team members
3. Create an environment in which team members feel supported to take risks and develop.

Before doing this you need to:

- a) Understand how the team fits within the organisation
- b) Know bureau expectations and team goals
- c) Know what support is available for the team.
- d) Know individual strengths and weaknesses within the team
- e) Have an overview of team roles and dynamics
- f) Be able to encourage open communication within the team
- g) Be able to give constructive feedback.
- h) Have an overview of the principles of conflict management
- i) Know bureau procedures and policies on handling conflict
- j) Know when and how to access support.

1G Motivate others

To do this you need to be able to:

1. Communicate clearly and appropriately
2. Ensure that individual needs are being met
3. Monitor progress and give objective feedback
4. Acknowledge others expertise and experience
5. Be fair in the allocation of work.
6. Encourage open and honest communication.

Before doing this you need to:

- a) Know bureau expectations, and support available.
- b) Have an overview of factors that contribute to motivating individuals
- c) Know the individuals you are working with – what influences and impacts on how they might behave
- d) Know what work has to be done and what resources are available.
- e) Be able to give and receive constructive feedback..
- f) Be confident and assertive.
- g) Be positive, helpful and fair.

1H. Make effective decisions within the scope of your authority

To do this you need to be able to:

1. Consult with those affected
2. Be clear about what you need to achieve.
3. Gather and analyse information
4. Identify and consider options and risks
5. Make the decision based on evidence available.
6. Communicate and justify your decision

Before doing this you need to:

- a) Know and be confident in the scope of your authority.
- b) Identify who might be affected by decisions you make
- c) Establish objectives for decisions
- d) Understand how to evaluate options and risks.
- e) Know when and how to access support and advice.
- f) Be confident in communicating and justifying your decision.

1I Delegate tasks within the limits of your authority

To do this you need to be able to:

1. Identify appropriate tasks to delegate
2. Define and communicate expectations, objectives, time frame
3. Empower and motivate others to take on appropriate responsibility

Before doing this you need to:

- a) Know what tasks can be delegated and task boundaries
- b) Know the principles for effective delegation.
- c) Be able to give clear instructions
- d) Know the capability of the person being delegated to.
- e) Be pro-active in offering further support
- f) Know how to give feedback

**1J Be proactive in assessing and developing your own practice –
Additional for Support and supervision roles**

To do this you need to be able to:

1. regularly solicit feedback from your manager, peers and workers you have regular contact with
2. regularly self-assess by examining objective evidence of your performance.
3. approach formal assessment positively

Before doing this you need to:

- a) know how to ask for feedback and demonstrate openness to it
- b) know how to deal with feedback constructively

1K. Underpinning knowledge: Main enquiry areas

These competences are appropriate for anyone supervising advice/information, casework and specialist work.

The competences in the left hand column will probably only apply in bureaux which have a significant level of enquiries in this subject. For a bureau without many of a particular type of enquiry, advice session supervisors would only be expected to have the specific knowledge areas in the left hand column.

To do this you need to be able to:

1. Ensure that sufficient information has been explored
2. Ensure discrimination has been explored and where appropriate followed up.
3. identify cases that must be referred on
4. assist workers with accessing information and consultancy and ensure that they consult with you if appropriate
5. support worker to identify client's situation, rights, options, and next steps.
6. offer advice on tactics
7. Ensure any emergency or urgent action is identified and taken.
8. assist the worker in preparing to take action within the bounds of their role .
9. assist with identifying appropriate sources of signposting/referrals and making effective referrals
10. Check forms/letters/calculations and any other paperwork as appropriate.
11. check that Research and campaigns issues have been identified and followed up

Before doing this, in the enquiry area(s) you are supervising you need to:

All enquiry areas:

- a) know the level of service that the bureau offers clients
- b) Have appropriate knowledge and experience in specific enquiry area(s)
- c) know resources available for specialist consultancy and referral
- d) have an overview of bureau systems and policies,
- e) know how to use appropriate aids and resources.
- f) have knowledge of the contents and limits of the Citizens Advice information system and other appropriate information resources
- g) have an understanding of any implications of other enquiry areas on your specific area (s)
- h) be aware of the importance of and the need to check time limits
- i) recognise the importance for clients of informed advice about likely outcomes when considering options
- j) understand the importance of and be pro-active in identifying discrimination implications
- k) be up to date with trends likely to

	<p>result in Research and campaigns issues and be aware of current Research and campaigns calls for evidence</p> <p>Discrimination</p> <p>l) be aware of the provisions of the Equality Act, including the uses of the public sector equality duty</p> <p>Immigration</p> <p>m) know appropriate OISC levels and requirements</p> <p>n) be aware of the impact of immigration status on benefits, housing and employment</p> <p>Employment</p> <p>o) Know relevant employment tribunal time limits and procedures</p> <p>Debt</p> <p>p) have an overview of debt enforcement practices of common creditors and be familiar with local county court practices and procedures.</p> <p>Benefits</p> <p>q) be aware of the procedure for handling cases involving fraudulent claims</p> <p>r) work with the assumption that benefit providers will not always make correct decisions or payments</p> <p>Housing</p> <p>s) have an overview of the local housing situation including types of accommodation, Local Authority policies and attitudes</p> <p>t)) be aware that Local Authority decisions are open to challenge, and be prepared to encourage and support workers to do this when appropriate.</p>
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