



Line Management and Practice Supervision Guidelines

Rationale

To ensure professional growth and development of employees at Brook RED and to ensure the smooth running of the service.

Line Management

A Line Manager directly supervises and coordinates the work of their team. Please see the Brook RED Organisational Chart to identify your Line Manager. Line Management refers to providing information and advice around employment conditions, leave, timesheets, performance expectations, role clarity, and managing day-to-day operations. Line Managers in turn report to higher-level management on performance, as well as on the needs of their employees.

Practice Supervision

Practice Supervision provides an opportunity to explore, develop, monitor, and sustain professional competence, ethical practice, and resiliency. Practice Supervision can be internal and/or external.

Internal Practice Supervision

This occurs between a Brook RED employee and their Line Manager or could be delivered in a co-reflection format. It could be a conversation for one hour off site, or informal/ad-hoc (meaning as things happen, or when needed).

Our approach to supervision is supportive, focuses on learning, empowerment, development, and accountability. We aim to encourage staff to have insight into their mental health, self-care strategies, and learn how to manage difficult situations at work including complex interactions, burn out, compassion fatigue, and vicarious trauma. It incorporates coaching and mentoring, and is strengths based.

Tools for internal supervision include:

- Brook RED Guiding Principles
- Supervision Templates and Reflective Exercises
- Position Descriptions

Co-Reflections

Each team at Brook RED is given the opportunity to reflect on their practice as a group during co-reflection sessions. These are facilitated by the Brook RED Projects Officer and occur on a schedule agreed with the team. The purpose of these sessions is to explore practice issues that relate to the team as a whole. These sessions may also offer a space for debriefing, agreeing best practice, and promoting team resilience, etc.

External Practice Supervision

Brook RED provides an annual allowance for External Practice Supervision for employees who work an average of 20 hours or more per week. This includes people who are permanent employees and are rostered for 20 or more hours a week, and casual employees who are generally rostered and are likely to continue to be rostered for 20 or more hours a week. The determination of which employees meet this eligibility is at the absolute discretion of Brook RED management. The allowance for External Practice Supervision is 10 sessions annually

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over the financial year at a \$165 (including GST) contribution per session. Sessions accrue at a rate of 1 session per month. Employees may request ad hoc support if required.

We are aware that some supervisors charge a sessional rate that exceeds the allowance provided. In this instance, an employee may elect to pay any difference as a gap or can discuss with the HR and Compliance Manager whether it would be appropriate to consider fewer sessions at a higher sessional rate; any such decision will be at Brook RED's absolute discretion.

Employees accessing External Practice Supervision are free to choose their own supervisor. Employees are strongly encouraged to choose a Lived Experience Practitioner as their supervisor. However, we understand that working alliance and professional intersectionality are important considerations in a supervision relationship and that it may be appropriate to engage with a supervisor from another practice discipline including psychology, social work, or counselling. Supervisors from other practice backgrounds may be considered but the appropriateness of this should be discussed with Brook RED's HR and Compliance Manager for consideration.

Brook RED will either pay supervisors directly through an invoice to Brook RED or will reimburse an employee where a session has been paid for directly. If a session costs more than the allocated amount per session, the gap will need to be covered by the employee.

Brook RED will receive no feedback whatsoever from External Practice Supervisors so that the process allows for a truly independent relationship.

Management may consider requests to access External Practice Supervision in an alternative arrangement if this is suitable and sustainable. These requests will be considered with input from the Line Manager and must include all members of the Management Team. Approval of these requests is at the absolute discretion of management.

References

Brook RED Employee Health and Wellbeing Policy
Brook RED Human Resources Policy and Procedure

Document Control and Record of Changes

Version	Effective Date	Approved by	Summary of Change	Date of Next Review
Version 01	August 2023	Eschleigh Balzamo	Introduction of new guidelines	August 2024

The General Manager has overall responsibility for these guidelines. If there are any questions regarding these guidelines, please direct these to the Business Services Manager or General Manager.