



The Five Critical Functions of Supervision: A Nuanced Approach for Effective and Equitable Practice

PeerTAC Supervisors' Learning Network
May 29, 2024

Jonathan P. Edwards, Ph.D., LCSW, ACSW, NYCPS
Peer Workforce Development Researcher and Consultant

1

Welcome

- Welcome to the PeerTAC Supervision Learning Network!
 - Facilitator's Introduction
 - A Word on Learning Collaboratives



SUPERVISION
LEARNING NETWORK



Funded by:  **Office of Mental Health**

2

About the Supervision Learning Network

A frequent request among supervisors – opportunity to share challenges and solutions with each other

- Growing from Regional to Statewide
- Identify supervisors doing noteworthy work
- Share innovative and exemplary practices
- Recruiting next year's presenters for the Summit

The Supervision Learning Network is a place to get connected and to find out what's happening in the world of supervision

Funded by:  Office of Mental Health

3

Roll Call

What is your primary role?

- CEO or organizational leader
- Program manager
- Supervisor (not a peer)
- Supervisor (peer)
- Peer specialist/advocate
- Other (share your role in chat)

Funded by:  Office of Mental Health

4

Roll Call

If you responded “yes” to being a supervisor:

- Did you volunteer to be a supervisor? (Yes / No)
- Did you receive any special training for the role of supervisor? (Yes / No)
- Were any of your other responsibilities removed when you became a supervisor? (Yes / No)

Funded by:  Office of Mental Health

5

Learning Collaborative Format

- Overview of the Five Critical Functions of Supervision
- Breakout Room Discussions
- Advocative Function (involves advocacy/advocating)
- Evaluative Function
- Report Out and Full Group Discussion
- Supervision Solutions Lab
- Summary
- Resources

Funded by:  Office of Mental Health

6

Overview of the Five Critical Functions of Supervision

7

The Five Critical Functions of Supervision:
An Overview to Enhanced Supervisory Practice

PeerTAC
PEER SUPPORT SERVICES
TECHNICAL ASSISTANCE CENTER

- Builds on other supervision models: administrative, supportive, and educative
- Addresses nuances of supervision with PSW through advocative and evaluative functions

Function 1: Administrative Supervision

- Begins prior to onboarding
- Includes organizational policies and procedures
- Facilitates liaison to human resources

Lived expertise and practical skills are both important considerations when hiring peer support workers.

Function 2: Supportive Supervision

- Fosters good morale
- Encourages and supports employees

Supportive supervision is a compassionate mirror and supports action planning, confidence, and efficacy.

Function 3: Educative Supervision

- Focuses on the professional development
- Provides coaching and feedback

Sound Educative Supervision requires that supervisors possess knowledge of and experience with peer support values to ensure optimal inclusion of peer support staff.

Function 4: Advocative Supervision

- Creates a respectful work environment
- Champions and strengthens fabric of peer support
- Ensures reasonable work accommodations

Advocative Supervision is an essential tool that goes beyond dyadic interaction between supervisor and supervisee. This function involves supervisors skillfully navigating the organization to promote equity for peer support staff.

Function 5: Evaluative Supervision

- Establishes and communicates clear, quantifiable expectations for the work
- Cultivates reciprocity

Evaluative Supervision is an opportunity to develop mutuality by employing a parallel process to provide and receive feedback.

Last Revised: 5/6/24

Advocative Function

Function 4: Advocative Supervision

- Creates a respectful work environment
- Champions and strengthens fabric of peer support
- Ensures reasonable work accommodations



8

Evaluative Function

Function 5: Evaluative Supervision

- Establishes and communicates clear, quantifiable expectations for the work
- Cultivates reciprocity



Evaluative Supervision is an opportunity to develop mutuality by employing a parallel process to provide and receive feedback.

Funded by:  Office of Mental Health

9



Breakout Room Discussion

- Join the group whose function you are interested in exploring
- Depending on attendance size, there may be multiple rooms for the same function
- Once in groups, please select a note taker and someone to share the discussion points when we return to the main room
- Facilitate a discussion using the following prompt: “What do you identify as most important in the [advocative/evaluative] function, and why?” (10 minutes)

Funded by:  Office of Mental Health

10



Reports Out and Full Group Discussion

- Individual group report out (3 minutes each)
- Each group shares the transcript of their discussion
- Cross pollination and mutual learning

Funded by:  Office of Mental Health

11



Supervision Solutions Lab

- What common themes emerged for advocative?
- What common themes emerged for evaluative?
- What questions do you have for the facilitator?
- Next Steps and Recommendations

Funded by:  Office of Mental Health

12



Summary

- What did we learn?
- What is something you feel is actionable from this discussion
- Feedback

Funded by:  Office of Mental Health

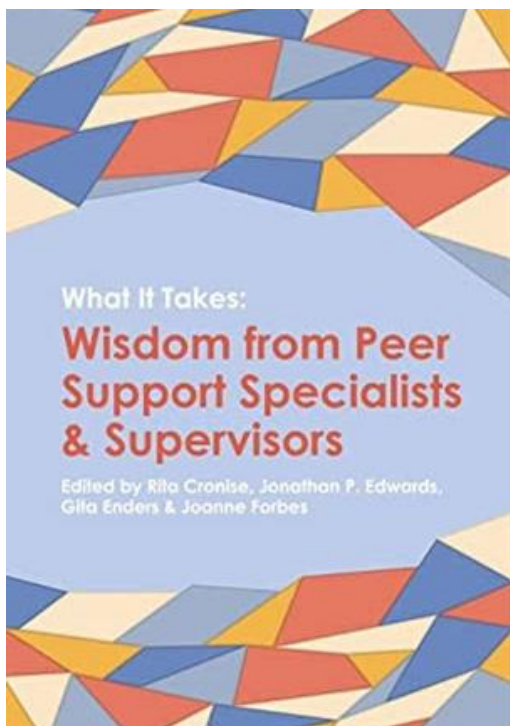
13

Resources

- [Video on the Five Critical Functions of Supervision](#)
- [Infographic for Five Critical Functions of Supervision](#)
- [Job Satisfaction Study Infographic](#)
- [What it Takes: Wisdom from Peer Specialists and Supervisors Book](#)
- [Resources for Supervisors of Peer Support Workers](#)
- [National Association of Peer Supporters Supervision Resources Repository](#)

Funded by:  Office of Mental Health

14



Resources

Edited by
Rita Cronise, Dr. Jonathan P. Edwards,
Gita Enders, and Dr. Joanne Forbes

All proceeds go to the National
Association of Peer Supporters
(N.A.P.S.)

Available on Amazon.

Funded by:  Office of
Mental Health

15

Contact Information

Jonathan P. Edwards, Ph.D., LCSW, ACSW, NYCPS

E-mail: jphilipedwards@msn.com

Website: <https://www.jonathanedwardsphd.com/>

Linkedin: <https://www.linkedin.com/in/jpedwards-phd>

Funded by:  Office of
Mental Health

16