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SUPERVISION IN THE MANAGEMENT OF SOCIAL PROTECTION OF THE POPULATION: INTERNATIONAL ASPECT

The article examines supervision as an effective management tool in the field of social protection of the population with an emphasis on international experience and the possibilities of its adaptation to Ukrainian realities. The authors analyze in detail the concept of supervision, its main functions, models and forms used in countries with developed social infrastructure, such as the USA, Canada, Great Britain, Germany, Sweden and Denmark. In particular, clinical, administrative, group and individual types of supervision are considered, each of which has its own specific features and functions aimed at improving the quality of social work, supporting professional development and preventing professional burnout among social workers. The emphasis is on the importance of supervision in the context of ethical awareness, developing the qualifications of employees and improving management processes, which are necessary to ensure the effective functioning of social institutions.

The authors also outline the problems facing Ukraine in the context of introducing supervision into the social protection system. Among them, the lack of a clear regulatory framework for regulating supervision, an insufficient number of qualified supervisors, a lack of methodological materials and practical skills among heads of social institutions, as well as limited funding for this area are highlighted.

In conclusion, the authors emphasize the need for systematic implementation of supervision as an integral part of the professional development of social workers and part of state policy in the field of social protection, and that the institutionalization of supervision in Ukraine will significantly improve the quality of social services, increase the level of professional competence of specialists and contribute to the harmonious adaptation of social workers to the difficult conditions of their work.

Key words: supervision, social protection, social work, management, professional support, international experience, professional development, social services, supervision models.

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СУПЕРВІЗІЯ В УПРАВЛІННІ СОЦІАЛЬНОГО ЗАХИСТУ НАСЕЛЕННЯ: МІЖНАРОДНИЙ АСПЕКТ

У статті досліджено супервізію як ефективний інструмент управління у сфері соціального захисту населення з акцентом на міжнародний досвід та можливості її адаптації до українських реалій. Автори детально аналізують концепцію супервізії, її основні функції, моделі та форми, які застосовуються в країнах з розвинутою соціальною інфраструктурою, таких як США, Канада, Велика Британія, Німеччина, Швеція та Данія. Зокрема, розглядаються клінічна, адміністративна, групова та індивідуальна супервізія, кожна з яких має свої специфічні особливості та функції, спрямовані на підвищення якості соціальної роботи, підтримку професійного розвитку та профілактику професійного вигорання серед соціальних працівників. Акцентується увага на важливості супервізії в контексті етичної свідомості, розвитку кваліфікації працівників і вдосконалення управлінських процесів, що є необхідними для забезпечення ефективного функціонування соціальних установ.

Автори також окреслюють проблеми, які постають перед Україною в контексті впровадження супервізії в систему соціального захисту. Серед них виділено відсутність чіткої нормативно-правової бази для регулювання супервізії, недостатня кількість кваліфікованих супервізорів, відсутність методичних матеріалів і практичних навичок у керівників соціальних установ, а також обмежене фінансування цієї сфери.

У підсумку, автори наголошують на необхідності систематичного впровадження супервізії як складової частини професійного розвитку соціальних працівників і частини державної політики у сфері соціального захисту, а також що інституціоналізація супервізії в Україні дозволить значно покращити якість надання соціальних послуг, підвищити рівень професійної компетентності фахівців і сприятиме гармонійній адаптації соціальних працівників до складних умов їхньої роботи.

Ключові слова: супервізія, соціальний захист, соціальна робота, управління, професійна підтримка, міжнародний досвід, професійний розвиток, соціальні послуги, моделі супервізії.

Problem statement. The modern system of social protection of the population requires not only effective management decisions, but also constant support and professional growth of specialists working in this area. One of the key mechanisms for ensuring the quality of social work and professional growth is supervision. In countries with developed social infrastructure, supervision has long become an obligatory element of the professional activities of social workers. At the same time, in Ukraine, supervision is at the stage of formation and requires in-depth study in both theoretical and practical dimensions.

Special attention deserves the international experience of supervision, which can be adapted to Ukrainian realities in the context of European integration processes and reform of the social protection system.

The purpose of the article is to analyze supervision as an effective management tool in

the field of social protection of the population, in particular through the study of international experience and the possibilities of its adaptation to the conditions of Ukraine.

Analysis of recent research and publications. The issues of supervision in social work are considered in their scientific works by N. Horishna, O. Savchuk, I. Ushakova, G. Slozanska, I. Astremska, etc., in particular:

O. Savchuk and I. Myrhorodska note that the integration of supervision into the practice of social work and the involvement of qualified supervisors opens up broad prospects for improving the quality of individual activities of specialists and improving the work of social institutions in general (Savchuk et al., 2012);

V. Isachenko emphasizes that supervision is an important means of optimizing the activities of social services, since it plays a key role in ensuring effective management in social work (Isachenko, 2019);

T. Kolenichenko believes that the main goal of all social organizations and social workers is to help the population solve their problems, and improving the quality of social services to clients is possible with the development of the supervision institute in Ukraine, which in turn will be aimed not only at providing quality social services, but also at improving the system of professional growth of social workers (Kolenichenko, 2013).

Presentation of the main material. Supervision is the support and guidance that a worker receives from a supervisor, manager, mentor or colleague. Supervision involves: discussing current cases and issues arising from them, reflecting on learning in practice, supporting and maintaining well-being, reviewing practice and decision-making, ensuring their compliance with legal and legislative guidelines.

Supervision is central to social work practice. It is a professional process of the relationship between the supervisor and the supervised subject, which enables reflective critical analysis and is the basis for quality social work services. Supervision should be a safe and supportive place to address complex ethical issues, client complaints, personal and professional problems and other sensitive issues (Code of Conduct...)

Supervised practical learning is an important component of the education and training of social workers. Through regular, structured meetings with a supervisor, students learn how to manage workload, apply theory and research evidence to practice, perform key tasks of assessment, planning and intervention, and reflect on their own professional development (Brashears, 1995).

Supervision is also an opportunity to seek and receive emotional support for what can often be a demanding and stressful role (Brashears, 1995).

Supervision in the field of social protection is a process of professional support, training and consultation of social workers, which ensures an appropriate level of professionalism, ethics and psychological stability in the performance of professional duties. It contributes not only to reducing the risk of professional burnout, but also to improving the quality of social service provision, increasing the effectiveness of communication within the team, and developing the management and analytical skills of workers.

The main functions of supervision, according to scholars, include: educational (provides

for improving the skills of workers through discussion of complex cases, reflection and analysis of professional activities); supportive (provides emotional support, helps reduce stress and resolve interpersonal conflicts); supervisory (ensures compliance with ethical standards and norms of professional behavior, promotes internal monitoring of work quality).

In international practice, several models of supervision are distinguished, in particular:

- clinical supervision – most common in the USA, Great Britain, Canada. Focused on improving professional skills, ethical reflection and analysis of client cases;

- administrative supervision – involves monitoring the performance of tasks, reporting, discipline and efficiency of social workers;

- group supervision – is carried out for groups of workers and allows them to exchange experience, learn from each other, and develop teamwork;

- individual supervision – provides an opportunity to focus on the personal needs and challenges of a particular specialist.

Based on a generalized analysis of scientific sources, key forms of supervision were identified, including: reflective, supportive, administrative and educational. Each of them has its own characteristics and performs specific functions in the process of professional support of social workers.

- reflective supervision focuses on a systematic analysis of work situations. It includes regular meetings during which specialists are able to reflect on their own emotional reactions, evaluate professional experience and develop introspection skills. This form contributes to a deeper understanding of the processes of interaction with clients, increases awareness in the performance of official duties and allows reducing the risks of emotional burnout, while stimulating professional development.

- supportive supervision provides a safe environment for open discussion of the difficulties faced by social workers. It is an important tool for preventing professional isolation, as it contributes to receiving emotional support from both the supervisor and colleagues. Employees who have the opportunity to share their own experiences in a trusting atmosphere demonstrate a lower level of emotional exhaustion and depersonalization,

which has a positive effect on their motivation and the quality of their professional activities.

– administrative supervision is focused on the organizational side of social work – the distribution of responsibilities, team management, compliance with ethical standards and internal regulations. This form helps to optimize the workload, ensure the stability of work processes and create conditions for reducing professional stress. Thanks to regular administrative sessions, it is possible to identify the risks of staff overload in a timely manner and prevent burnout through rational resource management.

– educational supervision performs the function of enhancing the professional level of employees through the acquisition of new knowledge and skills. The growth of professional competence reduces the level of anxiety associated with a feeling of unpreparedness for complex tasks, and at the same time strengthens self-confidence. This has a positive effect on the self-esteem of the specialist, increases job satisfaction and reduces the risk of professional burnout (Malyshko, 2014).

In most countries of the European Union, supervision is part of the professional development of social workers and is regulated at the legislative level: Great Britain (every social worker has the right to monthly supervision, which is recorded in the professional portfolio, and supervision is also integrated into the system of professional growth and certification); Germany (external supervision is actively used; specialists undergo appropriate training and have supervisor licenses, and supervision is also financed by local authorities or non-governmental organizations); Sweden

and Denmark (group supervision prevails, often involving psychotherapists, and significant attention is also paid to working with the emotional states of specialists and preventing burnout).

In the USA and Canada, supervision is a mandatory component of licensing social workers. Professionals must have a certain number of hours of supervision per year to confirm their qualifications. Supervisors undergo specialized training, are certified, and are legally responsible for the quality of the consultations provided. The curricula of bachelors and masters of social work include mandatory supervision practice. Having analyzed the international experience of supervision in comparison with Ukraine, the main problems can be identified: lack of regulatory support for supervision in legislation; insufficient number of qualified supervisors; lack of methodological materials and practical skills among heads of social institutions; limited funding and low level of awareness of the role of supervision.

Conclusions and prospects for further research. Thus, supervision is a powerful tool for improving the quality of management in the field of social protection. It allows supporting the professional development of specialists, reducing stress levels, ensuring compliance with ethical norms and standards of service provision. The experience of the EU, the USA, Canada and Scandinavia can become a guide for implementing an effective supervision model in Ukraine. Systematic implementation of supervision as a mandatory component of professional activity should become one of the priorities of state social policy.

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