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### Overview

This unit is about making a contract with an organisation for the provision of therapy. The contract will include such details as the extent of the provision with regard to time, place and resources. You will be required to assess and minimise risk and hazard in the working environment. In addition you will also be required to critically appraise the organisational dynamics of the workplace and monitor the effects of the organisational constraints on the counselling work. You will be required to demonstrate an understanding of the ways in which confidentiality might be threatened when information is shared within an organisation.

There are two elements to this unit

1. Establish a counselling service in a context
2. Identify and manage the organisational dynamics as they affect counselling services

This unit is predominantly relevant to managers but may inform the work of others

All units within the suite of National Occupational Standards for Counselling are not specific to any theoretical model.

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### Performance criteria

#### Establish a counselling service in a context

*You must be able to:*

- P1 make a contract with the appropriate organisation for the provision of therapy, including the extent of the provision with regard to time, place and resources
- P2 clearly articulate all the components of the therapeutic frame as informed by your consistent theoretical perspective
- P3 maintain a consistent therapeutic frame when working within a multi-disciplinary setting
- P4 set, maintain and review the appropriate structural and relational boundaries at different stages of the therapeutic process
- P5 work safely, including being able to assess and minimise risk and hazard within the working environment
- P6 support the health and safety of staff and clients within the service
- P7 work closely with the organisation's health and safety personnel to ensure adherence to legal and organisational requirements
- P8 develop and maintain an environment and culture that improves health, safety and security
- P9 comply with all relevant legislation, codes of practice, guidelines and ethical requirements

#### Identify and manage the organisational dynamics as they affect counselling services

*You must be able to:*

- P10 critically appraise the organisational dynamics of your place of work
- P11 provide counselling services in a multi-professional context where appropriate
- P12 monitor the effect of organisational constraints on the counselling work
- P13 support employers and others within organisations in their endeavours to support individuals with mental health needs
- P14 establish and maintain channels of communication with others within the organisation as appropriate
- P15 communicate with staff within the organisation in ways that are understood, and are within clear and ethical boundaries
- P16 demonstrate an understanding of the ways in which confidentiality might be threatened when information is shared within an organisation
- P17 develop effective working relationships with others within the organisation
- P18 maintain an accurate, current knowledge base of local service provision
- P19 maintain an awareness of waiting times when referring clients to services in the local area and provide other on-going support if appropriate
- P20 in consultation with your client, contact relevant professionals or services appropriate to requirements of clients

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- P21 develop effective working relationships with staff in other agencies and organisations
- P22 familiarise yourself with agency/service policy and procedure and other guidance on information sharing and assess with staff in other organisations the implications inherent in sharing information and establish a critical awareness of boundaries to protect client confidentiality
- P23 adhere to confidentiality agreements according to legal and organisational requirements when sharing information
- P24 adhere to legal and organisational requirements for recording and storing
- P25 identify the supervision needs of counsellors within organisational contexts, to ensure the appointment of appropriate supervisors
- P26 monitor the quality of systems and standards of counselling work within the organisation
- P27 evaluate and improve the quality, outcomes and cost-effectiveness of counselling services within an organisation
- P28 work in partnership with others to evaluate and take forward policies and strategies for service improvement

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### Knowledge and understanding

*You need to know and understand:*

#### Establish a counselling service in a context

- K1 organisational structure with particular regard to the nhs, education, social services, commerce and the voluntary sector, where relevant
- K2 organisational dynamics and the effect on therapy
- K3 the culture of the organisation within which the therapist works and its impact on the therapy
- K4 the difference between the culture of the organisation and the culture of therapy and potential sources of conflict between them
- K5 power dynamics within organisations and the impact on multi-disciplinary working
- K6 the need for clear statements and policies concerning the therapist's role and responsibility within the organisation
- K7 the effect of dual roles on supervision, for example when the therapist's line manager is also his or her supervisor
- K8 the impact on supervision when supervisor and therapist are both employees of the organisation
- K9 the implications for breaches of confidentiality
- K10 health and safety legislation and any relevant policies and procedures in force within the organisation, such as incident reporting
- K11 the roles, responsibilities, accountability and duties of self and others within the organisation with regard to health and safety
- K12 the range of suitable providers of services in the local area
- K13 the impact of organisational structure and culture upon the policy and practice of inter-organisational, inter-disciplinary and inter-professional working
- K14 organisational requirements or codes of practice for communicating information
- K15 organisational guidelines and procedures relating to co-operation and collaboration between agencies
- K16 current local, national and european legislation affecting organisational requirements, procedures and practices for data protection, including recording, reporting, storage, security and sharing of information
- K17 the principles of quality or quality assurance within an organisation
- K18 relevant national, local, professional and organisational requirements related to diversity, discrimination, health and safety, confidentiality, security, data protection

#### Identify and manage the organisational dynamics as they affect counselling services

*You need to know and understand:*

- K19 power relationships within groups and organisations
- K20 organisational dynamics and their potential impact on the delivery of

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counselling services

- K21 the concept of the three-cornered contract in supervision in organisations
- K22 the roles and responsibilities of manager, supervisor and counsellor in an organisational context
- K23 instruments for evaluating the effectiveness of therapy such as the Clinical Outcomes in Routine Evaluation (CORE) and Young People's CORE
- K24 group dynamics
- K25 conflict resolution
- K26 staff organisation and development policies and procedures
- K27 quality assurance systems
- K28 relevant legislation including Data Protection Act

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**Relevant occupations** Health, Public Services and Care; Health and Social Care; Child Development and Well Being; Associate Professionals and Technical Occupations; Education and training; Preparation for life and work; Health and Social Services Officers; Health Associate Professionals; Therapists; Social Welfare Associate Professionals; Healthcare and Related Personal Services; Childcare and Related Personal Services

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**Suite** Counselling National Occupational Standards v4

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