



Youth Work Supervisors Directory

Please note: The provision of this directory is a service only and we take no responsibility for checking credentials or information given. It is up to the agency and/or individual using this information to ensure they have made the appropriate checks before engaging a supervisor.

Name: Paul Holmes
Organisation: Independent
Physical Address for meeting: Negotiable
Email: paul@holmesmade.co.nz
Phone: 022 633 1925
Fee: \$60-\$80
Qualifications: B Theo, CYWC Supervision training
About: I am currently the 24-7 youth work Team Leader @ Burnside, where I supervise and support in-school youthworkers. I am a Gallup Strengths Finder coach, and also a Career Force youth work qualification assessor. I have worked for Praxis in Christchurch as their local course co-ordinator. I have also worked in the past for a bank for over 25 years, supervising and training large number of staff. I bring a mix of pastoral care, practical youth work and corporate management experience to my supervision. I am keen to see people grow and develop and love being part of the process.

Name: Stephen Dodge
Organisation: Youth Alive Trust
Physical Address for meeting: By negotiation, I work on the Eastside of Christchurch.
Email: stephen.dodge@yat.org.nz
Phone: 388 1001 or 027 629 3196
Fee: \$60 + GST
Qualifications: Over 30 years working with youth and training leaders. Current working towards a Certificate in Pastoral Counselling
About: I've been involved in youth work for well over 30 years, both in community work and in church youth groups, as a volunteer and an employee. I love to help people develop and move towards their potential, and to get a healthy balance to life. My current role at Youth Alive is supporting and enabling the staff and the many volunteers helping at the afterschool and holiday programmes we run, also very involved in the programs. Member CYWC.

Name: Cathy Sweet
Organisation: Te Ramaroa Educators
Physical Address for meeting: New Brighton office
Email: csweet@xtra.co.nz
Phone: 0272568908
Fee: \$80
Qualifications: Post Graduate Diploma in Professional Supervision in Bicultural Practice
About: Your workplace is likely to be a place full of the dynamics of staff personalities, to do lists and organising. And the clients.....fun, challenging, guarded and /or open hearted youth. Supervision sessions should be a good place to discuss what you like about your work and the way you interact with rangatahi, whanau, your colleagues and other professionals. And the skills you'd like to develop.
I bring 20 years of community group networks, communication skills training and bicultural development roles. My most recent work with youth is in waka ama programmes on the river and ocean. In my other life I teach Treaty courses, work in an organics shop, raise my teenage boys, help raise my mokopuna, and look after our lively Jack Russel.

Name: Hēmi Te Hēmi
Organisation: Ihi Research
Physical Address for meeting: Ihi Research, 10 Show Place, Addington, Christchurch or Te Rūnanga o Ngā Mataa Waka, Ngā Hau e Whā National Marae, Pages Rd, Aranui, Christchurch.
Email: hemi@ihi.co.nz
Phone: 027 777 4364
Fee: \$90.00 (GST Incl) per one-hour session (*please note supervision is undertaken as an employee of Ihi Research, who will also generate invoices to your organisation*).
Qualifications: Post-grad Cert: Public Health (Otago Uni), Degree: Business Management in Māori Organisational Leadership (Otago Poly), Diploma: Adult Teaching & Learning (UC), Diploma: Te Ara Reo (TWoA), Cert: Social Work (UC)
About: I'm currently employed by Ihi Research as a researcher, follow this link for further information www.ihi.co.nz. Prior to this I held a role with Te Rūnanga o Ngāi Tahu as its Kaiārahi Kaitoko – Team Leader for almost three years supporting the learning needs of Ngāi Tahu whānui by providing support to a team of Advisors/Coordinators who work with Ngāi Tahu whānau to reach their learning objectives, goals and aspirations in education. For the past seven years I've been offering Youth Work supervision and for over 25 years actively involved in the Youth Work sector in various ways, such as a cultural advisor and mentor, Scope assessor/team leader, professional development contributor/presenter to the Code of Ethics training for the Canterbury Youth Workers Collective and cultural facilitator/assessor working alongside Youth Workers who want to complete the cultural component of their Certificate and Diploma qualification to support of their Youth Work practice in the context of Te Tiriti o Waitangi. My supervision practice is guided by my traditional Māori and Pasifika world views underpinned by kaupapa Māori perspectives: Tikanga (process), Whakapapa (relationships), Mātauranga (knowledge), Mōhiotanga (experiences), Ngā Uaratanga (values/beliefs), Pukenga (skills/attributes) a relationship between myself and the supervisee that is built on a foundation of mutual respect and

trust. Including 'Talanoa' utilizing the Pasifika model natural conversations/stories that are 'mana-enhancing,' collaborative and meaningful.

Name: Grant Chivers
Organisation: South West Baptist Church
Physical Address for meeting: Lyttelton St Spreydon.
Email: gchivers@SWBC.org.nz
Phone: 021587955
Fee: \$80 per session
Qualifications: Registered Pastor, supervision training CYWC
About: Specialise in Youth Pastors and schools youth work

Name: Anni Watkin
Organisation: Youth and Cultural Development Soc. (YCD)
Physical Address for meeting: 301 Cashel Street
Email: anniw@ycd.co.nz
Phone: 0275626290 or 03 3660866 ext 0
Fee: \$90
Qualifications: Bachelor of Applied Management
About: As the Manager of YCD for the past 20+ years I have developed an in depth understanding of Youth Work practice and the challenges that arise. I have in recent times completed my degree in Management majoring in Strategic Management and Human Resource with the latter being my passion. Supporting Youth Workers to get the very best from themselves to share with Young People and whanau is my goal when offering supervision. Member CYWC.

Name: Michael Hempseed
Organisation: Research Collaborative
Physical Address for meeting:
Email: michaelhempseed@gmail.com
Phone: 022 311 0608
Fee: \$60-80 Negotiable
Qualifications: BA Hons Psychology/Diploma in child protection
About: I have many years' experience in working with young people from a wide variety of background. I specialise in working with young people with mental illness, special needs and behavioural challenges. When I supervise someone I aim to help them reach their full potential. If someone makes a mistake or gets it wrong I won't be harsh on them I will help them get to a point where they can complete the task successfully. I am happy to supervise anyone, with any level of experience.

Name: Rochelle Faimalo

Organisation: Hurunui District Council (Hurunui Youth Programme / Hurunui Youth Council)

Physical Address for meeting: Amberley, Pegasus, Negotiable

Email: Rochelle.faimalo@hurunui.govt.nz

Phone: 021 315105

Fee: \$85 - \$100

Qualifications: Bachelor of Arts in Human Services – Canterbury University
Certificate in Supervision (Human Services) Level 5 – Weltec
Gallup StrengthsFinder Top 5, Teams, Partnership & Full 34 Coach
NZIM 4 Quadrant Leadership

About: With over 10 years' experience in the social services sector I bring a wealth of knowledge pertaining to youth and community development. I am a self-motivated, confident and proactive person who is passionate about working with people. I offer strengths in leadership, communication and positive youth development. Having worked across non-government organisations and local government I bring a unique blend of understanding and professionalism. I am able to incorporate my formal training in supervision and Gallup StrengthsFinder to create an effective, trusting and empowering supervision environment, providing the space for both personal and professional development. I have worked at the Hurunui District Council since January 2014 and have positively transformed the Hurunui youth programme and youth council through an insightful, energetic, dedicated and skilful approach and technique. I am a current member of the Canterbury Youth Workers Collective, AraTaiohi, am involved in the Youth Voice Canterbury initiative and have established networks across the Canterbury youth work sector.
Gallup StrengthsFinder Top 5: Activator, Self-Assurance, Communication, Ideation, Positivity

Name: Emma Chivers

Organisation: Emma Chivers Consulting

Physical Address for meeting: 11 Bernadette st, Aidanfield, Chch

Email: ejchivers@gmail.com

Phone: 0272386281

Fee: \$65- \$80

Qualifications: Dip Career Guidance, Accredited Team and Individual Strengthsfinder Coach

About: I am absolutely passionate about encouraging Women to be true to themselves by developing their natural gifting's, discovering how they influence others through their work and to live a wholehearted life. I have been supervising Youth Workers and Youth Pastors for the last 5 years and see it as a very valuable way for Youth Workers to vent, discuss, reflect and be encouraged in the hard but very fulfilling work they do.

Name: Dallas Harema

Organisation: CYS

Physical Address for meeting: Negotiable

Email: dallas@cys.org.nz

Phone: 0272467361

Fee: \$80 (negotiable)

Qualifications: Bachelor in Social Sciences, Diploma in Counselling, Certificate in Te Ara Reo Maori, Strengths Network South Pacific Strengths Coach (Top 5, All 34, Teams, Partnerships, Group Workshops), CYWC Supervision/Advanced Supervision/Supervision from a Strengths Perspective Training(s), Accredited Living Wisdom Facilitator, Theology Papers, SCOPE Assessor.

About: Dallas has been working in the Youth, Social, Community and Cultural Development fields for over 15 years where he has embodied grass roots and senior management positions within the NGO and Government sectors in Aotearoa. As well as this experience Dallas also has a background in Missions, Aid & Development and International Relations having represented New Zealand in various United Nations and International exchange contexts.

Dallas: "I believe supervision is about establishing a super-vision for your 'people', your work, your future and yourself. I believe in building an honest and transparent relationship with the supervisee that is conducive to personal and professional growth. I enjoy and aspire to supervise holistically seeing the practitioner and the process through various lenses. I believe if supervision is not growing or challenging you, or providing you with the necessary hindsight, foresight and insight you require then I need to adapt and try something else.

Name: Matthew Button

Organisation: Big brothers Big Sisters of Christchurch

Physical Address for meeting: Negotiable

Email: matthew.button@bigbrothersbigsisters.org.nz

Phone: 021 2474748

Fee: \$60-80

About: Our reactions to situations can surprise us. Taking the time to understand why we react the way we do leads to better informed practise. I have over 20 years youth work experience in church, mentoring services and mental health. 10 years of supervising youth and community workers. Focus on whole person and self care. Dip YWK, MSc. Psychology. Member CYWC

Name: Karen Hanafin

Organisation: Karen Hanafin Counselling Services
Physical Address for meeting: Supervision done via Skype or Face time
Email: karen.hanafin.counselling@gmail.com
Phone: +61 405989055
Fee: \$80-90 (NZ) – payment via PayPal
Qualifications: Dip of Counselling; Strengths Finder Coach; Cert. Developing Youth Work Supervisors (NZ 2013).
About: I have had experience with youth and youth workers for many years and have offered face to face supervision to youth workers in Christchurch 2011-2014. Currently I am in my final year of study for my Bachelor of Psychological Science, being done in Australia, and hence why I do supervision sessions via skype or facetime with clients who have continued with me from Christchurch days and new ones who have since contacted me. My clients benefit from my current studies which have strengthened my skills, increased my knowledge, and given me access to the latest research. The use of technology as a tool in the form of skype/facetime is a means of offering supervision at convenient times for my clients.

Name: **Jo Stewart**
Organisation: Private Practice
Physical Address for meeting: Mobile (can meet at your workplace)
Email: jostewartpp@gmail.com
Phone:
Fee: \$70-80
Qualifications: M.Ed Cert Couns, BSW Hons,
About: I have worked with young people in various capacities (as a qualified social worker, counsellor, research/evaluation and chaplain) for over 14 years. I have a good understanding youth settings, in particular school systems. I now only offer my private practice for supervision for those working with young people. Alongside with supervisees, I love to develop and encourage creativity, wisdom and safe practices.

Name: **John Hannam**
Organisation: Odyssey
Physical Address for meeting: Negotiable
Email: john_hannam@hotmail.com
Phone: 0210690233
Fee: \$80
Qualifications: Post graduated Certificate in social service supervision
About: I have been a youth worker for 20 years. I am a strengths based practitioner that believes the work starts with quality relationships. I have a degree in adult teaching and learning. My areas of expertise are: residential youth work , Drug and alcohol recovery , Youth justice, Youth development, cultural and social diversity, adventure therapy and harmful sexual behaviors. I think supervision relationships is a journey that is driven by the supervisee as it is the young people that steer it.

Name: Deborah Swaney
Organisation: Independent
Physical Address for meeting: Can meet in Cashmere or Lyttleton depending what suits supervisee.
Email: swaneydeborah@gmail.com
Phone: 0211 823189
Fee: \$75 negotiable.
Qualifications: I have a Post Graduate Certificate in Professional Supervision from Auckland University
About: 8+ years supervising volunteer mentors working with young people. Background in youth work and experience supervising volunteers and youth workers. Experience in both individual and group supervision. I have a Post Graduate Certificate in Professional Supervision from Auckland University and am a member of CYWC. I enjoy using supervision to help people be the best they can in their work.

Name: Tash Higginson
Organisation: South West Baptist Church/ 24-7 youthwork
Physical Address for meeting: 94 Stanbury Ave
Email: thigginson@swbc.org.nz
Phone: 021510705
Fee: \$65-80 (negotiable)
Qualifications: Dip. Biblical Studies, some counselling papers.
About: After completing Praxis in 2004, I have been employed as a full time youth worker for 10 years. (Taking a break in the middle for 2 years where I did some work in Asia and the UK)
I am passionate about mentoring leaders, young people and their families. I started Zion Studios hip hop dance school in 2005 and ran the dance school for 7 years working closely with young people and their families. I have also worked in Papanui High, Casebrook Intermediate, Hillmorton High and now currently in Christchurch South Intermediate as well as Youth Pastoring at South West Baptist church for the Year 7&8's. I am mid thirties, got married at the end of 2016 and now due to have a baby girl end of October 2017. This will free me up to spend more time doing Supervision. I have had personal supervision since I started youth work and it has transformed my youth work and decisions. I'm excited to now have more time to impart my own knowledge and experience into others.

Name: Amber Paterson
Organisation: New Zealand Red Cross & Canterbury Youth Workers Collective
Physical Address for meeting: Negotiable
Email: amberbpaterson@gmail.com
Phone: 021535537
Fee: \$60-\$80
Qualifications: Diploma in Youth Work and Community Studies, CYWC Supervision training

About: I have been doing youth work for the past 10 years. The last 7 years have been full time. Prior to that it was part time for a youth group after the youth pastors left.
I'm very passionate about the mahi I do and rangatahi that I have the honor to work and serve alongside.
I've had experience working in-school and in the community; working for faith based organisations and non-faith based organisations.
I'm a mum of one and a wife to a wonderful husband who works in IT.

Name: Lucy Harema

Organisation: Re:source

Physical Address for meeting: Negotiable

Email: lucyharema@gmail.com

Phone: 027 331 6085

Fee: \$80 negotiable.

Qualifications: Bachelor of Teaching and Learning, SCOPE assessor, CYWC supervision training. Currently studying Te Reo Maori

About: Kia ora my name is Lucy and I offer a personable, trusting and individually tailored approach to supervision. My ability to strategically see the best pathway forward while cultivating a positive rapport with any practitioner proves to be a successful combination in supervision.
I enjoy upskilling and developing people to reach their potential and believe that success in supervision is achieved when we work in a collaborative partnership.
I have experience in Community Trust Management, Classroom Teaching, Funding and Budgeting, Strategic Planning, Event Management, Staff Development, Positive Youth Development and Public Speaking.
Gallup Strengths Finder Top 5: Achiever, Strategic, Connectedness, Futuristic, Positivity

Name: Jaye Pukepuke

Organisation: Bros for Change

Physical Address for meeting: 220b pages road, Wainoni

Email: jaye@brosforchange.com

Phone: 0272769111

Fee: negotiable.

Qualifications: See Below

About: Previously a member of the New Zealand Maori and New Zealand rugby league teams, Jaye Pukepuke is now the director (and founder) of the successful alternative education programme 'Bros for Change'.

With his experiences working with young people Jaye has successfully developed a programme for helping young people labelled as problematic and dysfunctional to learn valuable skills and set realistic goals for the future.

His other experience includes:

Founder/President of the BRO XIII Canterbury Maori Rugby League,
Change Agent for the Te Papori o Whakatere Incubator programme,
Studying Psychology as a Social Science at Massey University,

NZQA Sport and Recreation- NorthTech
Former educator at Kaiwhakahaere YMCA Alternative Education Christchurch,
Education mentor Check and Connect programme Halswell Residential
College,
Youth Worker and Coordinator - Canterbury Youth Development Programme.
Former NZ Warriors, NZ and NZ Maori rugby league professional.

Name: Angelina McLean
Organisation: Attitude
Physical Address for meeting: Mobile
Email: angelinam1@windowlive.com
Phone: 02102257664
Fee: \$80
Qualifications: CYWC Supervision training, Strength Finders Coach, 15 years in Youth Development Work

About: I have worked in the Youth Sector for 15 years now. Predominately on the East Side of Christchurch with experience in working in local, faith-based and education arena, also while specifically focusing on positive outcomes for Maori and Pasifika, doing grassroots Youth Development Work. I recently started and managed a local youth organisation Strengthening Linwood Youth Trust and now work for Attitude in a Schools Community Liaison role.

I approach supervision with a holistic view as I believe we work with taiohi in a holistic way. In reflecting on ourselves and our practice we can obtain best practice for the positive development of young people in Aotearoa.

Name: Gemma Phillips
Organisation: Youth Alive Trust
Physical Address for meeting: 111 Seaview Road, New Brighton
Email: [gemmacreek@hotmail.com](mailto:gemmaecreek@hotmail.com)
Phone: 0273586667
Fee: \$65
Qualifications: Counselling degree, Youth and community cert
About: I am an experienced and passionate youth worker who has been working with young people on the Eastside of chch for the past 10 years. I have a certificate in youth and community work, and have also recently completed a bachelor of counselling at Laidlaw College. Since completing my counselling degree, I have been working as a counsellor both within schools and in the community- specializing in working with children and teens.

Earlier this year I also took on a new and exciting role, when my husband and I welcomed our wee girl into the world. I am currently juggling my role as a mother, with working part time counselling young people and offering supervision for youth workers. I am passionate about seeing young people flourish, as well as supporting youth workers in the work they do -which I know from experience can be tough at times.

Name: Michael Patrick

Organisation: Te Ora Hou
Physical Address for meeting: 77 Windermere Road, but can be flexible
Email: mpatrick@teorahou.org.nz
Phone: 0212944242
Fee: \$60 - \$80
Qualifications: BSc Paramedic Science, Dip in Youth and Community Work through Praxis
About: I'm a husband and father of 2 tamariki.
I'm a Missionary Kid and TKC, having grown up in PNG.
I'm passionate about youth and helping them see their potential.
I have 12 year experience in youth work in NZ in a variety of different contexts.
I have been supervising youth workers for 4 years.
I have experienced first hand the value of supervision and hope that I can continue to support others to continue the work of molding and shaping the future of Aotearoa.
Naku te rourou nau te rourou ka ora ai te iwi
With your basket and my basket the people will live.

Name: **Laura-Louise Acock**
Organisation: Harakeke
Physical Address for meeting: Negotiable
Email: lalaacock@gmail.com
Phone: 027 562 8561
Fee: \$60-\$80
Qualifications: PGDip in Youth and Community Work. Certificate in Management, Certificate in Supervision
About: I have been a Youth Worker for the past eighteen years. Working in a variety of settings from Detached to Centre based and Management, both here in NZ and the UK. I have a lot of experience and much to offer. I am an Assessor for Careerforce's Youth Work and Management qualifications. I have recently set out to work for myself running training for practitioners alongside Supervision.
I believe in working with you to support you in becoming the best practitioner that you can to work alongside the young people that you serve.

Name: **James Harris**
Organisation: CDN Trust
Physical Address for meeting: Hornby or Riccarton
Email: james@cdntrust.org.nz
Phone: 0276003800
Fee: \$80
Qualifications: Grad Dip. NFP Management
About: I manage the CDN Trust team of community youth workers. I have been a youth worker in the Hornby community for ten years. Prior to moving to Christchurch I was the youth pastor at a small church near Motueka.
As a youth worker, I have run a number of camps, worked in

schools, run a youth group, started and run a number of new programmes (some successful and some failed!) My personal interests include basketball, woodwork and spending time with family.

Name: **Christine Macfarlane**
Organisation: MindfulME
Physical Address for meeting: The Loft, Eastgate Shopping Centre
Email: chris@mindfulme.nz
Phone: 021 284 3040
Fee: \$110+GST
Qualifications: Bachelor of Counselling, Post Grad Certificate in Professional Supervision
About: I am an NZ Pakeha counsellor, registered member with NZ Association of Counsellors.
I work in Private Practice in Timaru and more recently Christchurch providing both counselling and assessments for ACC Sensitive Claims, Workplace EAP, individual, adolescent and family counselling and professional Supervision. I supervise a variety of professions - nurses, youth workers, social workers, OTs, teachers, managers and counsellors. I can provide face to face supervision or Skype supervision.
I facilitate groups focused on increasing wellbeing by implementing Healthy Mind Habits and Mindfulness. I have a background in working in Mental Health Services, schools, and NGOs.
I am a mother to 4 mostly grown up children, who live in Timaru, Melbourne and Sydney. I am an avid reader; I love food, coffee, yoga, swimming and travel.
I am passionate about fostering compassion and connection, making a difference in our everyday lives.

Name: **Roy Kenneally**
Organisation: Cross Over Trust
Physical Address for meeting: 9 Dalglish place, Rowley
Email: rkenneally@swbc.org.nz
Phone: 021 889 199
Fee: \$80
Qualifications: 15 Years Youth Work Experience, Positive Youth Development Aotearoa, Asset Based Community Development, Arrowleadership 2 year Course 2016, Circle of Courage.
About: Kia Orana,
I am a family man that is Cook Irish, which means a Rarotongan Irishman born in New Zealand. I don't tell anyone that I am also American. That doesn't mean I'm not a great listener.
In the 15years of being a Youth/Community Development Worker. I have continued to up skill each year in these areas and in 2017 attended the Supervision Course run by Canterbury Youth Workers Collective.

Name: Kate Schwass (Goodall)
Organisation: Self-employed.
Physical Address for meeting: Negotiable, Can come to work place
Email: kate@personaldevelopment.co.nz
Phone: 027 259 5616
Fee: \$60-\$80
Qualifications: Supervision level1 & 2, Strengths Coach- Top 5, Team, Full 34, Partnerships, Ministry Diploma.
About: I have worked for the past 30 years with people in a NFP organization journeying with them and helping them to discover who they are. I have a passion for helping people transform their lives and become all that they can. I have completed Supervision courses as well as being a qualified Strengths Coach for the past 8 years (Top 5, Full 34, Team and Partnership). I am married with 4 grown up children.

Name: Sebastiano Scalia MNZAC
Organisation: Sebscaliamnzac.com
Physical Address for meeting: 406 Barrington St, 8024
Email: sebscaliamnzac@icloud.com
Phone: 027 345 1166
Fee: Negotiable dependent upon organisation/individual circumstances.
Qualifications: PGCert Advanced psychotherapy practice in Clinical Supervision; PGDip Health Science in Mental Health; Accredited IPT therapist; Dip Coun; MNZAC.
About: I provide a safe and confidential space to explore personal experience, gain understanding, and support the development of the person. I have over 17 year experience in the Youth Sector across support, clinical and leadership roles.

I support Managers and Organisational Leaders in the navigation of their roles. Attention to the personal and professional boundaries inherent in the work is essential for managing its challenges, and for realising its potential richness.

I deliver Clinical Supervision to clinicians across disciplines, including students, from a contemporary psychoanalytic approach.

I am Head of School and tutor 'Personal and Professional Integration' and 'Mental Health and Disorders' papers through Vision College School of Counselling, Christchurch, New Zealand.
I am available to provide Counselling to staff in the sector also.

Name: Luke Gardiner
Organisation: 24-7YW and SYC
Physical Address for meeting: 237 Lyttelton street, Spreydon
Email: luke@24-7youthwork.nz

Phone: 021 755 737
Fee: \$70 - \$100 (negotiable)
Qualifications: Bachelor of Outdoor education and adventure recreation, Post Graduate Diploma in Teaching and learning (Secondary), Strengths Network South Pacific Strengths Coach (Top 5), CYWC and 24-7YW Supervision/Supervision from a Strengths Perspective Training(s), Soul Tour Participant.

About: Luke Gardiner has been involved working in the youth sector for almost 20 years in both the faith base and non faith based perspective. He started as a youth worker in 2000 at Hillmorton High School as a part of South West Baptist Church (formerly Spreydon Baptist) as a 24-7Youth worker while studying towards a bachelor of outdoor education and adventure recreation. During that time He was also the 24-7YW team leader at Hillmorton and part of the Southwest baptist youth pastoral team, which required the leading of the volunteer youth leadership team. In 2011 Luke completed a Post Graduate Diploma in Teaching and learning (secondary) at University of Canterbury. He then spent a few years working as a secondary school teacher in Christchurch. At the begining of 2015 Luke became the 24-7YW Canterbury regional coordinator, working alongside the 32 schools across the Canterbury region which have 24-7YW operating.