

STAFF SUPERVISION POLICY

1. Policy Statement

Elevate NWO is committed to ensuring that every member of staff receive effective supervision on a regular basis. The purpose of this policy is to promote a consistent approach to staff supervision throughout the organization, to ensure that individual management supervision of care staff is geared to achieving the organization's objectives using the the attached framework, and in so doing to enhance the quality of staff performance in providing care to those who use our services. Supervision is also the primary forum by which the personal impact on staff of their work is addressed.

This policy is designed to promote a consistent approach to staff supervision by setting out the responsibilities of staff and supervisors, the issues to be covered, and the appropriate recording process.

2. Scope

This policy applies to all staff and managers: those providing services direct to members of the public and those providing support services; those on temporary and those on permanent contracts. Students and trainees on placement may have separately negotiated supervision contracts, but the same principles will apply.

3. Definitions

Supervision is here defined as any communication between two or more staff, one of whom is a direct supervisor /manager, where the primary purpose is to enhance staff performance and effectiveness in carrying out the requirements of their post and the meeting the objectives of the organisation.

Planned/ formal supervision - pre-arranged sessions with an agreed agenda.

Informal/ unplanned supervision – a response to a task or event when it is inappropriate to wait for the next planned supervision.

4. Underlying values, assumptions and principles

The quality of the organization's work can be defined as the extent to which it meets the needs of those who require its services. Staff skills, motivation and relationships with users are key elements in determining quality of service. These key elements can be enhanced by supervision:

- Every manager throughout the organisation has responsibility for developing their staff effectively.
- Every member of staff must take responsibility for their own performance and learning, ensuring it is integrated into their everyday practice.
- Every member of staff has the right to regular, planned supervision

To be effective, supervision should be:

- viewed as an opportunity for shared reflection on work;

- seen as part of a culture that promotes reflective practice/evidence based practice, self-directed learning and learning from experience;
- an integral part of the working routine;
- approached in a positive, constructive, honest, open and forward-looking manner.

Supervision provides an opportunity to:

- monitor progress of work objectives
- reflect on the effectiveness of recent training and development activities contributing to workplace competence, and identify any outstanding needs.
- provide feedback on performance.
- provide support, direction, advice and guidance on individual cases, staff and management issues.
- develop skills and understanding.
- ensure policy and standards are met consistently in practice and relate to organizational policies and the Occupational Health & Safety Act.

5. Mandatory Procedures

5.1 Contracts

5.1.1 Every member of staff will have an individual supervision contract with their direct manager, subject to at least annual review. This will detail the frequency and duration of supervision, the responsibility for practical arrangements and standard agenda items. (See example in [Appendix 1](#))

5.1.2 Every manager will agree the planned frequency of supervision with each member of staff s/he directly supervises. This will be recorded in the written programme of supervision and reviewed annually.

5.1.3 Dates and times will be arranged in advance. The arrangement will be honoured unless changed by mutual agreement and a new arrangement made for the earliest possible time/date.

5.1.4 The frequency and duration of supervision sessions will be dependent on the nature of the staff member's role and responsibilities; for residential and fieldwork staff this should be one hour a month as a baseline. New staff, those with a particularly heavy or challenging caseload or those who manage a number of staff should be offered longer or more frequent meetings; those who carry less responsibility may need shorter or less frequent meetings.

5.1.5 Additional unplanned supervision will also be available to all staff as may be required, e.g. following an incident of concern or completion of a piece of work.

5.1.6 Setting the agenda and preparing for supervision are shared responsibilities.

A record will be made of the dates and times of scheduled sessions, and also of each session, particularly noting agreed actions, endorsed by both parties.

5.2 Preparation

All involved should prepare for planned supervision sessions.

Preparation may include:

- drawing together factual information on recent and current work, cases and tasks;
- preliminary reflection on progress, achievements and performance generally in relation to objectives, plans, standards and targets;
- identifying any areas of uncertainty about policies or procedures or how to put them into practice;
- identifying any anticipated constraints and threats to effective performance
- any suggested improvements to practice, procedures or policies.
- reflection on recent training and development activities with evaluation of their impact on their role/service delivery.

5.3 Responsibilities of Staff

5.3.1 Every manager is responsible for ensuring that:

- all members of staff receive regular quality supervision
- work standards expected are clearly stated and agreed and relate to the relevant organizational policies and Occupational Health & Safety Act.
- appropriate arrangements are made for supervision of all staff for whom they have responsibility
- training and development opportunities for staff are identified, facilitated and evaluated.
- any individual arrangements are consistent with the agreed Directorate arrangements
- a supervision monitoring form is maintained and made available for inspection and audit by the Executive Director. (See example in [Appendix 2](#)) This monitoring form must be brought to all supervision sessions between staff and their supervising managers.

5.3.2 Every member of staff is responsible for:

- reflecting and learning from their work experience and training and development opportunities
- providing evidence of the work done, including the quality of work in relation to standards expected.
- preparing for and taking part in supervision under the arrangements agreed
- taking any action agreed in supervision, to improve performance and enhance their effectiveness.

5.4 List of topics to be included in planned supervision

All of these topics should be covered at least quarterly, but the priority given to each one will vary, depending on the nature of the setting and the staff member's workload:

- Review of work done, evaluation of performance and achievements in relation annual workplans and organizational priorities.
- Need for any personal support to staff where work can be difficult and stressful.
- Review of records, which may include checking a sample of current records, to ensure they are up-to-date, complete, accurate and clear, and that they comply with relevant policy and procedures including security and confidentiality.
- Review of any effects of gender, race, culture or disability on dealings with service users, colleagues and supervisor.

- Awareness and understanding of relevant policies, procedures and standards.
- Adequacy of relevant policies, standards, systems and procedures.
- Monitoring of action plans arising from audits
- Review of attendance management.
- Review of individual professional development.
- Review and evaluation of learning and development activities undertaken.
- Feedback on supervisor's performance.
- Suggestions for improving performance.
- Any other topics either party wishes to discuss.
- Agreement of clear, realistic, measurable objectives and activities for work and personal development during the period to the next planned supervision.

5.5 Records

5.5.1 Records on planned supervision sessions should be kept by those involved. **5.5.2** These records should be signed and agreed by the manager and staff member, and should outline the issues discussed, decisions reached and action agreed. *(See example in Appendix 3)*

5.5.3 Supervision records are the property of the employer and should be available for management examination when requested.

5.5.4 Appropriate confidentiality of records will be maintained.

6. Monitoring and Review

6.1 Supervision will be monitored and audited by senior management.

6.2 Staff new to the organization will be made aware of the policy at induction stage.

6.3 All managers will receive a copy of the policy and receive regular supervision on its implementation.

7. Notes for guidance

7.1 Methods

Supervision is to be seen as a process, to be achieved by a range of methods.

Wherever possible, supervision should be undertaken primarily on a one-to-one basis. Alternative and additional methods to consider include supervision through team meetings, co-working, peer support, and independent support groups. Supervision may be structured or unstructured; it may include 'live' supervision / observation of work, examination of records, or simulation. Supervision may include reflection on incidents and problem solving. The choice of methods to be used will depend on the types and settings of the services provided, and on the needs and resources of the staff group and of individuals within the group.

7.2 Physical arrangements

Arrangements for planned one-to-one supervision should ensure as much privacy as possible, and prevent interruptions from visitors or the telephone

7.3 Supervisors

Managers are to be involved in supervising all staff whom they directly manage as they are responsible for managing performance, training and development and Annual Performance Reviews for their staff.

Supervision Contract

1. Formal supervision will take place at least once in every four-week period. Additional supervision sessions maybe requested at the discretion of either party, or as a result of an incident.
2. The supervision dates will be fixed in advance at a mutually agreed time.
3. Both parties will honour the appointments made in advance. If cancellation is necessary an alternative date will be agreed.
4. Supervision notes will be prepared by the supervisor recording the items discussed and actions agreed; these notes must be signed by both parties. A photocopy will be sent to the staff member.
5. Formal supervision sessions will not preclude opportunities for informal discussion on matters of importance that arise from day to day.
6. The purpose of the formal supervision session will be to assist the staff to fulfil the responsibilities and tasks of their post. Each session must include the following agenda items:- Feedback and review of supervision, caseload review, review of practice, personal issues and staff training/development, absence monitoring, data accuracy, and the annual workplans. Additional agenda items will be jointly agreed.
7. Any personal issues discussed during supervision will be treated as confidential, unless such disclosures directly affect the work/client situation. In some cases this may necessitate a three way meeting with the Executive Director.
8. Supervision records are the property of Elevate NWO and should be available for Executive Director examination when requested.

Signed Date
(Supervisor)

Signed Date
(Staff member)

Supervision Agenda

Name of Employee:

Name of Staff:

Date of Supervision:

Section 1 Topic Areas Discussed (please circle all that apply)

Review of work done, evaluation of performance and achievements in relation annual workplans and organizational priorities.	Need for any personal support to staff where work can be difficult and stressful.	Review of records, which may include checking a sample of current records, to ensure they are up-to-date, complete, accurate and clear, and that they comply with relevant policy and procedures including security and confidentiality.	Review and evaluation of learning and development activities undertaken. Review of individual professional development
Review of any effects of gender, race, culture or disability on dealings with service users, colleagues and supervisor.	Awareness and understanding of relevant policies, procedures and standards.	Adequacy of relevant policies, standards, systems and procedures	Issues related to program plan
Monitoring of action plans arising from audits	Review of attendance management.	Issues with colleagues and co workers	Other:

Section 2 Status Report (notes should reflect but the perspective of the staff and their manager)

Whats Going Well?	Whats an Area of Challenge or Concern?

Section 3 Action to be taken

By the Staff Member	By the Manager

Section 4 Additional Areas

Any Other Topics Either Party Wishes to Discuss.

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Section 5 Evaluation

Suggestions for Improving Performance	Feedback on Supervisor's Performance
This month I would like to see you work on...	In terms of support it would help me if you...

Section 6 Next Time

Areas of focus and follow up for next meeting

STAFF SUPERVISION RECORD

Staff Member:
Supervisor:
AGENDA:

Team:
Date:

SUPERVISION MONITORING FORM

Staff member

Supervisor.....

Date/time	Completed	Cancelled (by whom)	Reason for cancellation	Alternative date	Formal/ Informal	Team/Group	Signature Supervisor	Signature Staff member