



APPRAISAL & SUPERVISION

POLICY AND PROCEDURE

STAFF SUPERVISION & APPRAISAL POLICY

1. INTRODUCTION

The basic concept of supervision is to establish accountability to the organisation, offer support to staff and promote the worker's professional development.

This policy aims to provide a structure in which effective supervision can take place and assist staff to undertake the tasks with a degree of uniformity. Supervisees will be enabled to have a clear idea of what is involved in the process and the expectations that will be made on them.

Supervision normally takes place between individuals i.e. supervisor and supervisees on a one to one basis with a defined and recorded outcome.

2. COMPONENTS OF SUPERVISION

There are three inter-related and overlapping components of supervision:

- The managing function
- The developmental function
- The supportive function

The Managing Function incorporates the activity relating to the planning, distribution, administration, monitoring and evaluation of the work and its component tasks.

The Developmental Function responds to experience and practice. It promotes understanding, aiding and coaching an individuals' knowledge and skills. Current training needs can be identified and the sharing of knowledge supports mutual learning facilitating the accomplishment of work tasks through effective feedback.

The Supportive Function is in recognition of the stressful nature of the work and the need to cope effectively with the stresses imposed by daily difficulties and constraints. To ensure a supervisee is valued and supported as an individual, a worker, and as a member of a team.

Regular supervision assists in building morale, commitment to the task, effective group cohesion and quality in work tasks. These inter-related purposes and blends of functions are essential to the effectiveness of the services and form the basis of the supervision framework and meet the principles and objectives of company policies.

3. SUPERVISION

Supervision includes addressing the following needs:

3.1 Task Need

- Allocation of work including adequate briefing about newly allocated work.
- Determination of appropriate aims and objectives and the review of these.
- Agreeing tasks and methods.
- Formulating Care Plans, liaison arrangements and review.
- Setting dates to review all aspects of work detailed above.
- Ensuring all service users and other records are accurately and effectively maintained.
- Confirming tasks have been achieved adequately and within timescales

3.2 Staff Needs

Managers are responsible for the following:

- Ensuring that an induction/initial training programme is arranged for all newly appointed staff that clarifies the Aspects Care's Procedures, Roles and Responsibilities and Health and Safety.
- Clarifying job specifications and work standard expectations, parameters or responsibility and supporting staff's effective and appropriate contribution to the work of Aspects Care.
- Ensuring workload management is maintained in order that staff may be accorded sufficient time and have the expertise to comply with agreed objectives.
- Assisting staff to manage stress incurred by the work and actively support them in their work (e.g. provide a readily available opportunity for discussion with a manager.
- Assisting in identifying staff training and development needs.

- Encouraging and developing teamwork in terms of completing the tasks, mutual support, discussion of service user issues, proposals for new initiatives, highlighting resource implications and responding to changing expectations.

Resource Needs

Managers are to ensure staff are supported by advising Senior Managers as appropriate and seeking:

- Adequate specialist advice - medical, psychiatric, social worker etc;
- Adequate training and development provision;
- Adequate administrative systems and resources as appropriate;
- Adequate workplace resources - location is important, a comfortable room away from distractions with interruptions discouraged;
- Adequate time for supervising - a minimum of one-half hour and a maximum of two hours per session;
- Adequate staff cover.

Confidentiality

Supervision is a discrete, rather than confidential, process. The manager has a responsibility to be explicit about the boundaries. Confidentiality will be maintained within the supervisory relationship with the following exceptions:

- to protect the interests of the service user and the quality of service provided;
- to protect the wellbeing or interests of the supervisee;
- If there is a question regarding performance or behaviour which would involve disciplinary or capability proceedings.

4. SUPERVISION PROCESS – INDIVIDUALS

Planned supervision sessions should be arranged by each manager supervising individual members of staff regularly (to a minimum of at least 4 times a year) or earlier if requested by the supervisee and confirmed in a

supervision contract. The first initial supervision is conducted 4 weeks after the employees start date.

For senior positions supervisions sessions will be arranged by the manager supervising individual members at intervals agreed, depending on the post, and confirmed in a supervision contract. Advance notice of sessions is required giving a date, time and expected duration of the supervision session so that both parties can prepare appropriately. The supervision task can be delegated by managers to appropriate staff within their field of work.

At present each support worker is allocated a care coordinator responsible for completing their supervision. The allocated care coordinator is generally their line manager.

4.1 Supervision Format

The supervision is completed against the set supervision form so that the supervisor and supervisee are aware of what to expect from supervision sessions.

The supervision can be completed in person at an office or via Microsoft Teams dependent on the staff members expressed preference. Where it is completed via Microsoft teams the meeting is recorded and then stored within the secure server inline with GDPR requirements.

4.2 Setting an Agenda

Planned discussion to include:

- Discussion about ongoing managerial issues, directorate issues, policy issues including principles of service provision
- Discussion of each service user for whom the member of staff has responsibility, and other service users as appropriate
- Workload allocation
- Training and development issues
- Task work previously allocated
- Professional concerns/problems
- An opportunity for stresses and anxieties to be communicated, and appropriate support offered

Discussion of each member of staff being supervised
Unplanned discussions include:

- To allow flexibility to cover a variety of topics including professional and personal issues.

4.3 Recording

The supervisor should maintain a record of each session with an action sheet to be reviewed at the next session. A copy of this record should be given to the supervisee on the same day. Where appropriate, service user discussions should be noted on the service user file.

This will enable:

- Goal planning
- Ensure time scales are agreed and met
- Assist continuity
- A record of work progress

Records should be kept secure and, with the exception of disciplinary or other formal matters, should only be kept for the duration of a supervisory relationship.

Missed Dates

Supervision dates missed through annual leave, sickness or other absence should be rearranged as soon as possible after the missed session

5. SUPERVISION PROCESS - GROUPS

It may be appropriate in certain situations for small groups of staff to have group supervision sessions. If so, the relevant manager should give staff advance notice of the day, time and expected duration of the session.

The process set out in respect of individual supervision should be followed in relation to group supervision, i.e. planned sessions, agreed agenda items and recording of discussions. Anything confidential or specific to an individual can be raised separately with their manager.

6. APPRAISALS

Appraisal interviews should be held on an annual basis or within 18 months following successful completion of a probationary period to allow us to formally appraise an individual's performance. Formal annual appraisals of performance should be conducted on a one-to-one basis between supervisor and supervisee

outlining the latter's professional strengths and areas for development and highlighting training needs, career progression etc. These should be recorded on the standard form.

Time and date of a staff member's appraisal will be planned on their individual rota, and they will be paid for the duration that their appraisal takes to complete. If staff are unable to attend the date and time their appraisal has been booked for, they must contact their line manager and inform them as to the reason why. Failure to attend re-scheduled appraisal reviews without good reason will result in staff members being taken off shift until appraisal is completed and possible disciplinary action.