



Staff Supervision Policy and Procedure

Purpose

Headstart Residential is committed to ensuring that every member of staff receives effective supervision on a regular basis. The purpose of this policy is to promote a consistent approach to staff supervision throughout the setting, to ensure that individual management supervision of staff is geared to achieving the objectives of the setting, and in so doing to enhance the quality of staff performance to improve the setting provisions. Supervision is also the primary mechanism by which the personal impact on staff of their work is addressed.

Definitions

Supervision is defined as any communication between two or more staff, one of whom is a line 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 setting.

- 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.
- Annual appraisal – formal annual review of the years' work and planning for the next year

Responsibilities

The Homes Manager have responsibility for developing the staff effectively, ensuring that they receive regular quality supervision at least once every four weeks, clearly stating and agreeing expected work standards and ensuring training and development opportunities are identified, facilitated and evaluated. 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. A copy of this record is securely kept by the manager.

Dates and times will be arranged in advance, normally at the prior meeting. The arrangement will be honoured unless changed by mutual agreement and a new arrangement made for the earliest possible time/date. The Manager or line Manager will also provide unplanned supervision to staff as may be required, e.g. following an incident.

Individually each member of staff must;

- Take responsibility for their own performance and learning, ensuring it is integrated into their everyday practice.
- Reflect and learn from their work experience, training and development opportunities.
- Prepare for and take part in supervision under the arrangements agreed.
- Take any action agreed in supervision, to improve performance and enhance their effectiveness.

Policy

This policy is designed to promote a consistent approach to staff supervision by setting out the responsibilities of staff and managers, the issues to be covered, and the appropriate recording process. The quality of Headstart provision can be defined as the extent to which it meets the needs of those who use its services. Staff skills, motivation and relationships with parents/carers, Social Workers and children are key elements in determining quality of service. These key elements can be enhanced by effective supervision. The view of Headstart Residential is that every member of staff has the right to regular, planned supervision. For it 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 for Headstart staff provides an opportunity to:
- Monitor progress of staff with the objectives agreed at the annual appraisal, in line with the organisations vision statement.
- 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.
- Discuss any external/personal circumstances that may have a bearing on Work

Procedure

All involved should prepare for planned supervision sessions. Preparation may include:

- Drawing together factual information on recent and current work.
- 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.

All of these topics should be covered in planned supervision, but the priority given to each one will vary, depending on the nature of the staff member's title.

- Review of work done, evaluation of performance and achievements, objectives, priorities and standards.
- Need for any personal support to staff where work can be difficult and stressful.
- Awareness and understanding of relevant policies, procedures and standards.
- Adequacy of relevant policies, standards, systems and procedures.

- Review of sick leave and other absences.
- Review of individual professional development.
- 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.
- Records on planned supervision sessions should be kept by those involved;
- These records should be signed and agreed by the manager and staff member, and should outline the issues discussed, decisions reached and action agreed.
- Supervision records are the property of the employer and should be available for owner examination when requested.
- Appropriate confidentiality of records will be maintained.
- Records should be kept for 12 months after a staff member has left Headstart and then destroyed.

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.
- Arrangements for planned one-to-one supervision should ensure as much privacy as possible and prevent interruptions from visitors or the telephone.
- The manager should be involved in supervising all staff or overseeing .
- responsible for managing performance, training and development and annual appraisals. Other staff may also be involved in non-managerial aspects of supervision, e.g. Seniors who work directly with a staff member.
- In order for supervision to be consistent the organisations supervision record and a log to record the regularity of sessions should be used.