



Shapinsay Development Trust

STAFF SUPPORT AND SUPERVISION POLICY

Introduction

The employer believes that regular supervision and appraisal are essential in realising its commitment to deliver the best possible, high quality services.

Support and supervision is also a critical component of our performance management framework in so far as it is used to help inform and prepare for annual appraisals.

Support and supervision ensures that employees and their managers have the opportunity to discuss any pertinent and challenging issues which they encounter. It also provides a forum in which to discuss employees' personal development in relation to how effectively they carry out their job. Additionally it helps to ensure that a shared value system is being promoted and applied. Support and supervision will only work if both sides can be open and honest about the progress made and the problems that need to be addressed.

This document does not form part of your contract of employment and may be changed from time to time in line with current best practice and statutory requirements, and to ensure that business needs are met. You will be consulted and advised of any changes as far in advance as possible of the change being made, unless the change is required by statute.

Aims

- That Staff understand the objectives and standards of the organisation, and their role in meeting those objectives.
- That all Staff carry out their responsibilities to the Employer's agreed standards and receive constructive feedback on their performance.
- That all Staff are provided with the day to day supervision and support they require recognising the particular demands of their posts.
- That all Staff have developmental opportunities to ensure that they have the skills required to undertake their work and assist their on-going professional development.
- That Staff are consulted and involved with regard to their individual work and wider developments within the organisation.
- That within our Supervision and Appraisal Systems there is consistency of approach, and Staff enjoy equality of opportunity and respect for their differences, values and perceptions.

Timescales

Support and supervision should take place at 3 monthly intervals at a minimum. New employees or employees moving into a new post within the organisation may require more regular support sessions initially, in order to help facilitate a smooth transition into their new role.

Support and supervision sessions should be prioritised, and should only be cancelled where there are extenuating circumstances, e.g. somebody is sick. Where this is the case, the meeting must be rescheduled and ideally no more than 8 weeks should elapse between sessions where this occurs.

Setting

The setting for the supervision will ideally meet the following requirements:

- It is free from interruptions.
- It is comfortable.
- It is a setting where confidentiality can be maintained.

Obligations in the Supervision Relationship

The Supervisor and Supervisee will both:

- Treat each other with respect, listening carefully to allow issues to be explored in depth and in a style that suits both people.
- Be realistic, open and honest with each other.
- Allow the amount of time agree / necessary for full discussion.
- Plan in advance to give supervision a high priority, with both parties preparing for the session in advance.

Accept conflict or disagreement in a positive way without getting defensive.

What is covered in support and supervision sessions?

- A review of the work done and progress made since the last session. This should be checked against long and short-term targets for the post. Additional support, assistance or training should be arranged as appropriate. Where progress has been good this should be acknowledged formally.
- Assessment of the employee's learning and development needs, linked to the annual appraisal.
- The manager and employee should preview the work scheduled for the period ahead. Objectives should be re-assessed to ensure they can be achieved.
- There should be a set opportunity for the employee to feed back any views they have about the progress to date or on other issues appropriate to the session. This could include work volume, stress, time-management or other issues.
- Time should also be set aside to address any on-going issues. Some issues may take time to resolve but they should not be allowed to slip off the agenda.

Managers are required to evaluate their employees work, achievements and abilities. It should also be ensured that employees are working within the boundaries of established work ethics, organisational policies and procedures.

Both line managers and employees need to take responsibility for ensuring that learning needs and aspirations are discussed at each support and supervision session.

Support and supervision should provide the necessary support to staff in order to explore feelings about work and its impact on the employee e.g. support with any work difficulties, impact on health and well-being, with the purpose of maintaining and/or improving the individual's (and in turn and where relevant the team's) performance over time.

Support and Supervision Records

To ensure clarity, it is important to keep records of supervision and support sessions including action points, for reference.

Under normal circumstances it will not be necessary to keep anything more than brief notes of the meetings. However, support and supervision sessions will sometimes deal with difficult issues and in these circumstances it is important that more detailed notes are made of the discussion.

Each session must be recorded using legible notes. They should be signed and dated by both parties.

Each will have access to a copy of any recordings. This summary sheet should contain key issues, for example any attendance, sickness, disciplinary, development or training needs of the individual member of staff. Please note the individual member of staff may wish to add their own comments on this summary sheet, prior to it being passed to their new supervisor.

Confidentiality

It is the responsibility of the Supervisor and Supervisee to ensure that confidentiality is maintained within supervision.

While discussion within supervision is confidential this is limited by the need to share information or recordings within the Line Management structure.

Subject to the above, supervision and support notes are confidential between the employee and their line manager and should be kept securely by the line manager in a specific folder.

Any information (or recordings) which are to be taken outside of supervision would ideally be agreed. If agreement is not reached, this should be recorded.

If a supervisee leaves the organisation, supervision recordings will be shredded.

Implementation Date: _____

Review Date: _____

Signed: _____

(for and on behalf of the Management Committee)