



SUPERVISION POLICY

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The Aims of Supervision

- To ensure staff know what is expected of them.
- To ensure staff carry out their duties effectively and efficiently.
- To ensure good practice and to challenge and manage poor practice.
- To ensure that health and well-being at work issues are addressed.
- To assist in the continuous professional development (CPD) of staff
- To ensure that staff operate in an anti-discriminatory way, and in line with the Code of Conduct for Healthcare Support Workers and Adult Social Care Workers in England.

Definition of Supervision

Supervision is a regular one to one meeting between the supervisor (e.g. line manager) and supervisee in order to meet organisational, professional, and personal objectives. Supervision forms a key part of individual performance management. It underpins the Induction programme (for newly appointed workers) and is the foundation on which appraisal is built.

Effective supervision is important to promote good standards of practice and to provide effective support to staff.

Supervision should enable both the supervisor and the support worker to explore, reflect on and evaluate the support worker's work, to assess the strengths and needs of the support worker and provide coaching, development, and support where necessary.

Formal and Informal or 'ad hoc' supervision

'Formal' supervision will be recognised by regular, planned, private, one to one meetings, on an on-going basis between a member of staff and their line manager.

Even when supervisees and supervisors work closely together, it does not eliminate the need for private one to one time together on a regular basis. The focus of these sessions is wholly on the individual, their performance, their development, and any issues arising from their work that do not arise on a day-to-day basis.

It is normal to expect that there may be discussions and decisions about daily work issues, problems arising, or changes in policies and procedures that emerge in group meetings, and unplanned or 'ad-hoc' discussions.

However, when decisions have been made in between formal supervision sessions, the worker must make sure that any decision made with regard to a service user are clearly recorded on the service user's file.

Minimum Frequencies

Formal supervision must take place a minimum of four times a year.

Roles and Responsibilities of Line Managers

Line managers must ensure that formal supervision takes place for all staff for whom they have managerial responsibility.

Supervision must be conducted in accordance with this policy and guidance.

Line managers must undertake to address the four elements of supervision:

Managerial

- Ensuring policies and procedures are carried out
- Regulating workload
- Agreeing and recording timescales for completion of tasks
- Assessing and reviewing risk management and decision making

Educational/Developmental

- Reviewing the professional aspects of the staff member's work and how it might be developed
- Discussing training needs, and reflecting on completed training
- Providing feedback to staff on their performance

Supportive

- Helping staff to reflect positively on their work and their contribution to the team and to the service users they support
- Listening to what staff are saying, and responding to them in a positive and supportive way

Health and Safety

- Giving staff opportunities to discuss stressful work issues
- Assessing risks in the workplace

When decisions are made in supervision in relation to specific service-users, the manager must ensure these decisions are recorded on the service-users file.

Roles and Responsibilities of the Employees

It is the responsibility of employees to attend supervision sessions with their line manager. They should use these sessions positively to discuss their work and development, and to implement agreed actions.

It is the employee's responsibility to prepare prior to each supervision session and bring a list of issues for the agenda in order for a two-way discussion to take place.

Recording

The recording of supervision sessions is the responsibility of the supervisor. The detail included is a matter of judgement but in general the record should be detailed enough so that the issue can be revisited, if necessary, at a later date and still be understood. Prompts are included on the supervision form so a short summary of the discussion and the decisions or action points arising from it should be documented.

Records should clearly detail any decisions that have been made, the reasons for these, any agreed actions including who will take responsibility and the timescale for carrying out these actions. The records should be signed and dated by both parties. If there is disagreement as to the content of the record this should be recorded by the supervisor.

Storage

Supervision records are private and must be uploaded to the Company software where access is controlled.

Confidentiality and Storage

Supervision is a private but not a confidential process. This means that the records are the property of the organisation, not the individual. From time to time supervisors will need to discuss the content of supervision sessions with others, e.g. their own line managers. This should always be with the knowledge of the supervisee. Access to supervision records should be controlled and all records should be stored securely on the Company software

Other people may from time to time require access to supervision records. These might include:

- Managers providing cover in the absence of line manager
- Senior Managers (for quality assurance purposes)
- Investigating officers (e.g. for capability or disciplinary purposes)
- Inspectors (e.g. CQC Inspections)

To Be a Good Supervisor

- Plan a joint agenda (e.g. review previous supervision notes before meeting and make a note of issues you wish to raise)
- Clarify tasks and areas of work that the manager expects of the staff member
- Encourage honest and open discussion of real issues
- Hold regular sessions at agreed dates and times and be on time
- Ensure the session is uninterrupted and is comfortable
- Praise work done well
- Listen, summarise and check out.
- Be constructive, and offer balanced feedback, focusing on the positives first and build on existing skills and knowledge
- Set clear targets with action, and write these down
- Anticipate problems and issues before they get serious, eg in relation to potentially violent service users.
- Do what you say you will do
- Be specific in any comments you make relating to supervisee's performance
- Whatever the supervisee's present levels of capability/competence, convey confidence that he/she can reach new levels. Try to stretch him/her towards them.
- Write down actions on either side.

To Be a Good Supervisee

- Plan a joint agenda (e.g. review previous supervision notes before meeting and make a note of issues you wish to raise)
- Openly discuss real issues
- Attend regular sessions at agreed dates and times and be on time
- Raise problems and issues before they get serious, e.g. in relation to potentially violent service users
- Do what you say you will do
- Keep up to date with related reading around legislative changes, policy and procedures
- Keep up to date with related reading around research and theory related to service user's needs.
- Use supervision to reflect on your understanding and application of knowledge, theory and your skills, and how this has an impact on outcomes for the service user.
- Use supervision to reflect on how you promote the values of anti-oppressive practice, and meaningful user involvement and participation.

Paul Battershall
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