

Policy No: 03-1403	Authorised: 	Date:06/02/2020
STAFF SUPERVISION POLICY		

This Policy summarises the arrangements for the regular supervision of staff to facilitate their development and to ensure that they are better able to undertake their duties to Job Description and Performance Management requirements. This Policy will form an essential foundation to Policy No: 1404 - Staff Performance Appraisals & Training Reviews.

1. DESIRABLE OUTCOMES OF SUPERVISION:

- The quality of the Care Service delivered to the service user is enhanced.
- Communication links between management and staff are improved.
- The employee understands his / her roles and the responsibilities of the job.
- The employee performs his / her duties to a satisfactory standard.
- The employee's personal and professional development is enhanced.
- Additional resources that may be required to achieve these outcomes are identified.

2. Each staff member / employee will have an immediate supervisor or manager who will provide on-going guidance and direction relevant to their job performance. The Organisation Chart will identify the immediate superior Job Position, and within this the employee will know the person who will undertake his / her supervisory role. Supervision of staff is a complementary exercise to that of Staff Appraisal. The results of supervisory exercises will form part of the overall Staff Appraisal Programme.

3. Both the employee and the supervisor have a responsibility to ensure that staff supervision is both effective and meaningful. In this respect listed below are the reasonable expectations of both the employee and the supervisor with respect to the Organisation's philosophy and management requirements:

3.1 *Expectations of the employee being supervised:*

- To be clearly informed of the reasons for supervision, and for the supervisory sessions to be structured in a positive manner.
- To understand the Supervision Policy, and how the supervision will be carried out, and by whom.
- To receive effective, positive and sensitive supervision, and to be assured of the confidentiality, including limits of confidentiality, between employee and supervisor.
- Not to be discriminated against in any way.
- To be encouraged to contribute positively to management action plans for the Organisation, specifically geared to improving the quality of service user care.
- To have their experience and expertise acknowledged as positive contributions to the Care Service.
- To have a manageable workload, and to be able to manage within supervisory guidelines.
- To be given appropriate responsibility for carrying out job duties effectively and for making supervision work.
- To maintain a regular dialogue of communication and feedback with management regarding job objectives, personal achievements and problems encountered.

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3.2 *Expectations of the supervisor:*

- To understand the Supervision Policy, and how the Organisation expects supervision to be carried out.
- For the supervision process to be given priority by the employee to be supervised, and for the employee to prepare adequately for it and to actively participate in it.
- To be adequately trained in the skills needed to carry out an effective supervision.
- Not to be discriminated against in any way with respect to allocation of supervisory tasks.
- To have access to all appropriate records relevant to the employee to be supervised to enable the supervision process to be planned effectively.
- To be supervised themselves, in their turn, as part of personal Performance Management programmes.
- To maintain an objective self-analytical approach to their own supervisory skills, identifying possible areas for improving skills / expertise, and addressing these within their own supervision schedule.

4. PLANNING & FREQUENCY OF SUPERVISION:

4.1 The supervision process for an employee will be undertaken as follows:

- During the first week of employment, “shadowing” duties with the employee where necessary.
- Thereafter, formal supervision at 3-monthly intervals.
- Additional formal Staff Appraisals carried out on an annual basis, ref. *Policy No 1404*.

4.2 In addition to this, the Organisation reserves the right to undertake additional formal supervision of the employee at any time where adverse standards of job performance indicate that it is necessary.

4.3 Following satisfactory completion of the first weeks supervision for the new employee, the employee and supervisor will agree a timetable for future supervision sessions. This will be linked to Staff Appraisal plans, per section 2 of this Policy.

4.4 It is also policy within the Organisation that Unannounced Audits or Spot Checks of Service Delivery will be undertaken by the Domiciliary Care Services Manager or office team member on a frequent basis to ensure that standards of Service Delivery are being maintained. Refer to *Policy No: 2002*.

5. Supervision will be conducted as a mix of observing “hands-on” practical duties (as appropriate) and dialogue / discussion between the supervisor and employee with respect to the employee’s personal objectives and observed performance of duties. Full records will be maintained of all supervision sessions which will be signed by both the employee and the supervisor. These records will be subject to the provisions of the Organisation’s Confidentiality Policy (*Policy No 1505*).

FORMS REFERENCES:

Staff Supervision Record - Domiciliary Care Worker
Staff Supervision Record – office team