

RETAS LEEDS

Supervision Policy- September 2018

1. INTRODUCTION

Employees at all levels require and have a right to supervision. Effective supervision will ensure organisational, professional and personal goals are achieved within a context of support and accountability. It is an opportunity to actively focus on achieving a balance between managing workloads and pursuing professional and personal goals.

2. AIMS

Both parties must work towards a shared perception of, and commitment towards, supervision based on clarity about agreed roles, responsibilities and expectations. The roles and responsibilities of both supervisor and supervisee are listed below.

For supervision to be effective it will depend on the extent to which supervisor and supervisee can work together in trust and in partnership. Supervision should be a positive experience that enables supervisor and supervisee to develop a common understanding of how they will work together.

3. OBJECTIVES

- a. To ensure clarity about roles and responsibilities
- b. To ensure organisation and team objectives are met
- c. To ensure quality of service to partners/clients
- d. To assist professional development
- e. To help reduce stress in the workplace
- f. To ensure there are the resources to carry out our work
- g. To promote effective staff care

4. KEY PRINCIPLES

- a. The best interests of the employee are at the heart of the supervision
- b. Supervision is a shared responsibility
- c. Supervision is based on negotiated agreement
- d. Supervision is regular with minimal interruptions
- e. Supervision involves the four functions: management, development, mediation and support
- f. Supervision promotes anti-discriminatory practice

5. METHOD

The supervision will consider and reflect on the performance of the supervisee, providing constructive feedback on work completed.

In order to promote effective supervision, a structure has been developed which will provide all staff with an opportunity to meet with their line manager at specified intervals for formal, agenda based, and supervision sessions.

Supervision will be based upon a set Agenda which will include:

- 1) Workload
- 2) Behaviour
- 3) Concerns / Issues
- 4) Development needs
- 5) Any other business
- 6) Successes since last supervision

6. RIGHTS OF SUPERVISEES

- To receive effective and sensitive supervision
- To be treated in an anti-discriminatory manner
- To have own feelings and opinions
- To be treated as an adult
- To disagree
- To learn from mistakes, to be unsure or not to know
- To be listened to
- To be briefed about changes
- To have experience and contribution acknowledged
- To participate in problem solving, not just to be told what to do
- To reflect, think through and explore options
- To supervision with few – if any interruptions

7. RESPONSIBILITIES FOR SUPERVISOR AND SUPERVISEE

- To share responsibility for making supervision work
- To accept the mandate to be supervised/accountable (supervisee)
- To attend regularly and on time
- To have an agenda and participate actively
- To be open and share information
- To seek and use guidance and knowledge appropriately

- To promote anti-discriminatory practice and behaviour
- To take responsibility for own feelings
- To work towards achieving agreed action plans
- To inform supervisor/supervisee of plans cannot be achieved
- To promote the best interests of the service users
- To accept responsibility for own performance (supervisee)
- To be active in the pursuit of own development (supervisee)
- To be clear and honest in seeking assistance
- To be responsible for own learning (supervisee)
- To give and accept constructive feedback
- To identify own potential (supervisee)
- To take appropriate action to care for self

8. PROFESSIONAL AND PERSONAL DEVELOPMENT

RETAS recognises the value and importance for staff to have opportunities for professional and personal growth and development within their work.

During supervision, sufficient time should be allocated to consider training needs and planning how areas for further development can be addressed. Where appropriate both parties can agree development time outside of supervision. It is necessary to have a clear purpose in allocating this time and for it to be discussed in supervision sessions that follow.

In allocating development time the supervisor must consider the impact on current workloads and other team members. There will be times when current work demands will over-ride the allocation of development time.

9. RECORDING SUPERVISION

Supervision should be recorded with written evidence of discussions that take place and decisions/plans agreed. To standardise and assist with recording of supervisions it is suggested that a proforma be used. A copy of the supervision record should be given to the supervisee.

10. CONFIDENTIALITY

It is important for staff to be comfortable in discussing all aspects of their work. To encourage this, there needs to be clarity as to what will happen to information discussed. The supervisor must clarify this with all employees.

As a general rule, information shared within supervision will be treated as confidential in that it should be handled with sensitivity, and only shared on a 'need to know' basis. In most circumstances this will be clear to both parties, but its practical application will depend on developing trust and partnership between supervisor and supervisee.

11. DEALING WITH PROBLEMS

It is important that both parties take prompt action to overcome difficulties within supervision. Supervisor and supervisee need to be aware of potential blocks to effective supervision such as interruptions and lack of space. They should consider how to tackle these.

Where difficulties do arise, it is the responsibility of supervisor and supervisee to address these in an open and positive manner.

It is also important that both parties listen to each other and do not personalise problems.

If the supervisor and supervisee encounter difficulties, then it is in everyone's interest to involve a third party (usually the supervisor line manager) to help resolve any issues.

12. DESIRED OUTCOMES OF SUPERVISION

- Formal supervision takes place at monthly intervals
- An agreed, written record exists
- Both parties work towards agreed organisation, team, professional and personal objectives
- Assists process of development and appraisal

13. ANNUAL APPRAISAL AND SUPERVISION

In addition to supervision, all employees will undergo an Appraisal with their Line Manager every 12 months. Supervision is an ongoing dialogue to develop an understanding of roles and responsibilities as well as professional and personal goals. Appraisal Review is a periodic review of achievements and progress.

REVIEW

The effectiveness of this policy and associated arrangements will be reviewed annually by the Board of Trustees under the direct supervision of the RETAS Chief of Executive.

Review Date: September 2019

Appendix 1 – Agenda for Supervision

Agenda – Supervision

| No. | Discussion Area |
|-----|--|
| 1 | <p>Workload</p> <p>Supervision to begin with a general discussion about workload to include the amount and level of work and look at any necessary actions</p> |
| 2 | <p>Concerns / Issues</p> <p>This is an opportunity for both parties to raise any concerns that are or may in the future affect the organisation or any individual person or team. Actions to overcome these concerns should be mutually agreed and documented</p> |
| 3 | <p>Development needs</p> <p>This is a chance to identify and discuss any possible development needs and decide upon timescales for future training/development</p> |
| 4 | <p>Achievements since last supervision</p> <p>Any key achievements since the last supervision session should be discussed and documented (this may include good feedback/compliments from others, achieving a qualification, problem-solving & achievement of objectives)</p> |
| 5 | <p>Any other business</p> <p>This is an opportunity for both supervisor and/or supervisee to raise any issues not covered elsewhere</p> |



Appendix 2 – Monthly Supervision Record

| Name: | Supervisor/Manager taking supervision: | Date: | |
|---|--|---------|--|
| | | | |
| Workload (amount; time; duties etc) | | | |
| | | | |
| Action to be taken: | When: | By who: | |
| | | | |
| Concerns / issues (worker relationships; new ideas; areas of work etc) | | | |
| | | | |

| Action to be taken: | When: | By who: |
|---------------------|-------|---------|
| | | |

Training/Development (any areas for development – agree what will be put in place and when)

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|--|

| Action to be taken: | When: | By who: |
|---------------------|-------|---------|
| | | |

Any other areas for discussion:

| |
|--|
| |
|--|



| Action to be taken: | When: | By who: |
|---------------------|-------|---------|
| | | |

| Achievements since last supervision (courses; qualifications; compliments/good feedback from others; problem-solving; successes etc) |
|--|
| |

| Date of next meeting: | Signed: (Employee) | Signed: (Supervisor/Manager) |
|-----------------------|--------------------|------------------------------|
| | | |