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blue triangle

Supervision Policy

20 September 2022

Our Mission Statement

“To empower people to thrive.”

Revision history

Rev No.	Rev. Date	Consultation Requirements	Lead Officer	Committee	Approved by COM	Review Due:
1	Sep 22	Updated Policy	GL	D&C	24/11/2022	Nov 25

Chairperson

Signed:

Dated: 24th November 2022

Chief Executive Officer

Signed:

Dated: 24th November 2022

Supervision is a process that involves a manager meeting regularly and interacting with workers to review their work. Supervision is required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service. The SSSC describes supervision as follows:

Supervision is a process which aims to support, assure and develop the knowledge, skills and values of the person being supervised (supervisee), team or project group. It provides accountability for both the supervisor and supervisee in exploring practice and performance. It also enhances and provides evidence for annual performance review or appraisal; it sits alongside an organisation's performance management process with particular focus on developing people in a way that is central on achieving better outcomes for people who use services and their carers.

Blue Triangle recognises the need for regular and effective supervision of its employees. This is to ensure that:

- ▲ Individuals feel well supported and motivated in their work
- ▲ Quality services are delivered to supported people
- ▲ Blue Triangle can function effectively

The organisation has a fundamental principle that good conversations about behaviours, values and outcomes will result in good performance, good supervision and successful outcomes.

It is particularly important that employees who work with our supported people have regular opportunity to discuss best practice, learning and development to ensure that they are equipped to deliver a high-quality service.

Supervision versus Performance Management

Blue Triangle also recognises the importance of managing performance effectively. Our Performance Management process compliments Supervision but it is important to understand the differences in these:

Supervision	Performance Management
<ul style="list-style-type: none"> ▲ Wellbeing led discussion ▲ Safeguarding updates and feedback ▲ Case led discussions underpinned by Values and reflection time ▲ Training & Development check-in 	<ul style="list-style-type: none"> ▲ Wellbeing led discussion ▲ Business Update ▲ Performance feedback underpinned by Values and goal setting ▲ Stop, Start, Continue discussion ▲ Training & Development forward plan ▲ Career Ambitions

Forms of Supervision

Blue Triangle delivers the following forms of supervision:

- ▲ Planned formal one-to-one meetings: These are held quarterly using the organisation's supervision template form.
- ▲ Team meetings: These are held regularly to facilitate focus on overall team delivery and wider organisational issues.
- ▲ Planned meetings outside of the quarterly one-to-one meetings: These may arise in order to, for example, arrange debriefing following an incident or to follow up on audits or checks on work quality.

- ▲ Ad hoc discussions: These may arise for a number of reasons such as the employee requesting a meeting to discuss a particular topic, the need to talk through particular concerns (professional or personal) or to get feedback on training received by individuals.

We recognise that each of these methods has advantages and disadvantages and provides training and learning to managers on conducting effective supervision, coaching and performance management.

Purpose of Supervision

According to the SSSC, supervision has four functions:

- ▲ competent, accountable performance and practice
- ▲ continuing professional development
- ▲ personal support
- ▲ engaging the individual with the organisation (upwards and downwards flow of information).

Planned one-to-one supervision meetings are an opportunity to evaluate an employee's work performance, monitor their progress and review the direction of their work in line with the values, behaviours and competencies required to deliver a high quality of service. Any gaps in skills and training can be identified in order to enhance performance and/or professional development. The employee's achievements and good work should also be identified and praised.

Our supervision form is designed to cover the four functions mentioned above.

Supervision has a number of additional purposes, including:

- ▲ To discuss and ensure compliance with legislation, regulations and guidelines (this may be done individually or at team meetings)
- ▲ To promote reflective practice as tool to learn and improve service quality (this may be covered by all the methods of supervision stated above)
- ▲ To ensure that employees understand our policies and procedures and how those policies and procedures should affect their work (this may be done individually or at team meetings)
- ▲ To ensure that employees link the values of the organisation with their behaviours
- ▲ To ensure that employees understand how important their contribution is to their team, project/department and the overall organisation
- ▲ To provide a forum for encouragement of service development inputs.

The planned one-to-one supervision meeting is a two-way process where performance and work issues can be discussed constructively. Where there are shortfalls in performance, the employee will be informed of these in a supportive manner. Issues relating to the workplace and to working practices can be identified and discussed.

It is essential that supervision is regarded as a two-way process. Employees should feel confident to raise any concerns/questions that they may have and to self-assess their recent work performance. Supervision is one of the most important links between a manager and their supervisee as it ensures that standards are maintained, quality of service is delivered at all times and motivation remains high with continued support from staff.

Supervision is a key process in contributing to evaluating performance and creating personal development plans.

What the supervisee can expect from supervision

This is an opportunity for the employee to review their current workload with their manager as well as discuss future work and targets.

The supervisee can expect the following

- ▲ To discuss values and behaviours and how these contribute to outcomes for supported people
- ▲ To discuss work, tasks, targets and deadlines and how these contribute to outcomes for supported people
- ▲ To receive guidance, coaching and instruction from their manager
- ▲ To receive praise and recognition for good work
- ▲ To be given the opportunity to contribute fully to the discussion
- ▲ To have their training and development needs assessed and to be used as part of the organisation's training needs analysis
- ▲ To receive support on work-related issues or problems
- ▲ To receive constructive criticism where necessary and for remedial action to be agreed
- ▲ To discuss any appropriate practicalities – e.g. annual leave, TOIL, cover for absence within the team.

Managers are responsible for ensuring that supervision meets these expectations and that all types of meetings form a valued part of the processes and standards that contribute to high service quality. However, supervisees must also take responsibility for the quality of their own work, part of which involves preparing for and contributing to supervision meetings in a positive and constructive manner.

Practicalities of Supervision

Frequency

- ▲ Planned formal one-to-one supervision meetings will take place 4 times per year.
- ▲ Any cancelled meetings should be rescheduled as soon as possible to maintain regularity.

Preparation

Both the employee and the manager should prepare well for the supervision meeting. This preparation should include:

- ▲ Reviewing the previous supervision record for actions carried forward and overall content
- ▲ Alerting the other party if there are any big agenda items to be discussed
- ▲ Shaping roughly in advance what each party needs to say
- ▲ Considering any future learning or development needs.

Location

Supervision meetings should take place in a private and uninterrupted space in the working day.

Recording

It is the manager's responsibility to take notes, make sure that the employee sees a copy and store the supervision record (both electronic and paper versions) securely. It is recommended that any hand-written notes made at the time of the supervision meeting are initialled by the manager and the employee to confirm agreement of what was discussed.

Both the employee and manager are expected to agree and sign a final copy of each supervision session before it is stored in their files. Notes are expected to be reflective of the content of the meeting and not a verbatim record. In addition, the employee should receive a signed copy of the record within two weeks of the meeting taking place. (This may be extended if either party is, for example, on annual leave or is off sick.)

Access

Within Blue Triangle, only the appropriate management channels and the People Team have the authority to view the supervision records of individual employees. However, it may be necessary to allow bodies such as the Care Inspectorate to view them for audit and other monitoring purposes. To avoid any doubt, supervision records are the property of Blue Triangle.

An employee has the right to access their own supervision records by making a request to their manager.