



## **Staff Supervision and Development**

### **Policy**

The Trust acknowledges that employees are the organisations greatest asset, and seek to encourage continuous improvement through supervision, training and recognition of good practice.

The Trustees of St. Paul's Community Development Trust wish to ensure that all their employees and volunteers receive appropriate support and supervision: to enable them to be clear about their roles and responsibilities; to work in accordance with the policies and procedures of the Trust; to identify areas for professional development which will contribute to the aims and objectives of the Trust and enable them to acquire greater understanding, knowledge and skills in these areas.

The Trust aims to achieve support and supervision for staff by identifying appropriate Line Managers, making resources available for staff supervision and development and ensuring that supervision is monitored and evaluated. All staff will play an active part in meetings with Line Managers to identify needs, seek advice, provide feedback on training and suggest any means of improving work.

The Trust operates a Performance Development Review (PDR) scheme through Line Managers. The purpose of this is to recognise achievements, identify improvements, set targets for the next year and assess training needs. It may also, where necessary, be the opportunity to set out an action plan and timetable where an employee is underperforming where there are any issues regarding work performance.

Professional or case supervision may be required for some specialised staff within the Trust. Procedures relating to this are available from the relevant Head of Department.

### **Procedures**

When staff are newly appointed or promoted, a Line Manager will be appointed by the Head of Department, on the basis of relevant expertise, seniority and other factors. From time to time it may be necessary to change Line Managers, in which case managers will discuss this with staff affected.

It is the responsibility of the Line Manager to undertake Induction of new members of staff or those who are promoted following the guidelines in the Induction and Probation Procedures.



HR will be consulted to ensure that the Induction process is completed within the relevant timescales. Various documents are to be signed by staff, showing that all aspects of Induction have been completed.

### **Supervision Meetings**

The Line Manager will hold regular individual meetings with supervisees throughout the period of their employment. These will be more frequent in the case of employees in their first year of employment than will subsequently be the case. There may, in addition, be group meetings where several supervisees are in the same location, and there will also be general staff meetings. Ad hoc meetings may be needed to address large issues or crises.

The Line Manager and supervisee will agree in advance the frequency of supervision, ideally no longer than every six weeks.

The purpose of supervision is to:-

- Plan and review work activity
- Agree priorities
- Monitor performance and quality of work
- Review PDR objectives
- Clarify any areas that are not fully understood
- Recognise achievements
- Check on employee wellbeing
- Review attendance and punctuality
- If required, agree an action plan with dates for review
- Discuss training needs and evaluate training undertaken

There is a Supervision Pro Forma that should be used. The Line Manager and supervisee should identify any areas of discussion which should be treated as confidential. If the Line Manager feels that any areas of discussion need to be shared with a more senior member of staff, they will inform the employee of this. Supervision files should be kept secure (ie. locked filing cabinet).

### **Professional or case supervision**

The purpose of this is to enable and support quality practice. A key aspect of this function is reviewing and reflecting on practice issues. This may include reviewing roles and relationships, evaluating the outcomes of the work and maximising opportunities for support. In each supervision meeting, all service users must be discussed individually (including those files/cases scheduled for closure), together with options for action and a general review of current work. It should also be used to identify other cases which need to be discussed. Key issues should be identified and explored. In those cases, decisions and actions must be recorded. All decisions



made in relation to individual cases must be recorded in the individuals case file using a 'Case Supervision' pro forma.

Continuing professional development of workers - The purpose of this it to ensure staff have the relevant skills knowledge, understanding and attributes to do the job and progress their careers. Constructive feedback and observation of practice should be part of the learning process for workers and supervisors.

### **Performance Development Reviews (PDR's)**

The Line Manager will conduct an annual Performance Development Review with supervisees. The purpose is to:-

- Review and update the Job Description
- Review performance during previous year against agreed objectives
- Recognise achievements during the previous year
- Agree new objectives within the general framework of the Trust's Development Plan, the Departmental Plan and the individual job role.
- Provide the opportunity to discuss any issues which may have been affecting their work
- Discuss employees work and wellbeing
- Discuss future training and development needs

Supervisees will be expected to prepare in advance for the review and should identify any points they wish to raise.

They should give careful consideration to the skills, training and objectives they have achieved since their last review and what they would like to achieve in the future. They should also be aware of the Departmental objectives.

The Line Manager will discuss all the points on the form at the review meeting and fill in comments on the form. Supervisees will receive a copy of this form and may add any further comments they want to make. The form is then sent to the Head of Department for approval, along with any action plans that may have been agreed.

Once the review has been agreed and completed it will be authorised by the Head of Department. A copy will be sent to the Supervisee as well as HR for files. This should be within 4 weeks of the review date.

**Related Policies:** Capability; Disciplinary; Grievance; Volunteers; Student Placements.

**Reviewed January 2018**