



Phoenix Community Care Ltd Policy & Procedure

0227 - Staff Supervision Appraisal & Mentorship

| Version | Written | Updated/ Reviewed | Scheduled Review Date | Author/ Reviewer | Approving Body | Date Approved |
|---------|---------|----------------------|--------------------------|---------------------|-------------------|------------------|
| 1 | 2008 | 2008 | 2009 | Anne Sprigs | | |
| 2 | 2013 | | 2014 | Gena Areola | Directors | 05.02.14 |
| | | Jan '15 | Jan'16 | J A Coates | PCC Directors | Feb'15 |
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Policy statement

This procedural arrangement is designed to ensure that all PCC staff receives sufficient and adequate supervision, appraisal and mentorship to enable them to reach their optimum level of ability to perform the tasks they have been employed to do.

The policy is part of the recruitment and staff induction programme and as such needs to be explained to the employee at their interview.

Introduction

PCC believe that in order to help its entire staff to reach their optimum potential, a system of regular supervision, appraisal and mentorship is required.

Through this system staff will be able to assess;

- How well they are performing.
- Know where improvement is needed
- Be given goals to achieve
- Be given time scales complete goals or to improve in areas that are failing,
- Have a person who they can trust for mentorship, who will help them talk through any difficulties that may arise with the service users they oversee, or problems in their work situation, with the organisation, or other staff members.

PCC believe this will encourage all staff to achieve and maintain the standards of competence required and make sure that the PCC code of good practice is implemented.

What are supervision, appraisal and mentorships?

- **Supervision** – means to oversee
- **Appraisal** – means to make aware
- **Mentor** – means a wise or trusted advisor / guide

It is important that all new staff understand the structure of the PCC organisation with regards to their work performance.

Initially all staff will undergo an induction programme [APPENDIX 1] to make sure all aspects of their new roll is understood. Within the first 24 hours any new employee will be introduced to the Health and Safety Induction policy and their manager or appointed member of staff will explain the importance of complying with its recommendations and showing them the practical aspects they are expected to comply with. During the same period their manager will begin their supervision of training for the job they have been employed to do [APPENDIX 2].

During the first month of employment the new member of staff will receive supervision with their manager or appointed person weekly so that any problems or queries can be sorted promptly. In most instances the new employee will shadow a member of staff who already works in the area the new employee will be working in, introducing them to safe systems of work and meeting the service users they will be supporting. Often this person will act as a mentor until the new employee feels

confident. This is slightly different for newly qualified social workers completing ASYE (assessed and supervised year of employment) which should take place during their first year of employment. (See ASYE below).

Supervision

Provided the manager is satisfied, supervision will then take place monthly until the time of probation is completed. Once the new employee has completed the probation time and a contract of employment has been signed the level of supervision will be agreed between the manager and the employee. This will continue on a monthly basis.

All staff on the payroll will be part of the supervision system.

What to expect at a supervision meeting

Reflective practice is key to effective social, care and key work, therefore, supervision will take place in the boardroom at Bath Road and will last for 1 ½ hours. The supervision will be 'protected' in as much as there should be no interruptions and phones should be switched off or put on silent.

- Supervision is not an isolated activity and is incorporated into PCC's accountability framework.
- The supervision meeting with the employee [supervisee] will usually be led by the line manager or person agreed by the line manager.[supervisor]
- The supervision dates, times and place of meeting will be agreed by the supervisee and the supervisor on a monthly basis.
- The support and supervision form has a section for agenda items which can be raised either by the supervisee or the supervisor.

The following items will be discussed and recorded on the supervision form:

- Summary of feedback at the last session
- Comments and reflection on job performance
- Goals/objectives
- Organisational issues/communication
- Comments regarding service users
- Training undertaken since last session
- Comments regarding staff/team
- Any other issues
- Record keeping/administration/sickness

Once a summary of the discussions are recorded action points will be added to help the supervisee achieve their or the supervisor's goals for the next month.

The part of the form asking for summary/conclusions will be filled in and the supervisee and the supervisor will be expected to write their comments and sign the form.

The form is then kept in the supervisee's personnel folder at **Bath Road office**.

ASYE Supervisions

All social workers who undertake the ASYE will have:

- **Reflective supervision –**
 - weekly for the first six weeks of employment
 - fortnightly for the remainder of the first six months
 - monthly thereafter

Appraisal

Once a year all staff will receive an appraisal from their line manager. [APPENDIX 3]. The member of staff will be given the appraisal form before the meeting, so they can self appraise their performance during the current year using section part A. The form will need to be returned to their manager on the given date before a yearly appraisal date is given.

The discussion points include:-

- Has the past year been good / bad / satisfactory
- What do you consider to be your most important achievements in the past year
- What do you like and dislike about working for PCC
- What elements of your job do you find most difficult
- What elements of your job interest you the most
- What elements of your job interest you the least
- What do you consider to be your most important aims and tasks in the next year
- What action could be taken to improve your performance
- What kind of work would you like to be doing in one/ two/ five years time
- What sort of training/ experiences would benefit you next year
- The last section covers objectives achieved for you to score your performance and list tasks you would like to focus on during the next year

At this meeting the manager will give feed back on their performance and set goals for the coming year. Both the employee and the manager will then complete the section part B making comments on the meeting and outcomes discussed.

The appraisal is kept in the personnel folder, along with the supervision forms.

Mentorship

Mentorship or guidance can be set up with any member of staff provided the manager is happy with the choice of staff acting as mentor. The times of mentorship must be agreed with the two members of staff and it must be recognised that this is an informal discussion which requires no minute taking. However if items are raised that may be of concern to the person acting as the mentor, it must be understood that in some cases the discussions may have to lead to action (i.e. incidents of unprofessional conduct or incidents that need investigation due to the seriousness of the content).

At all times, whoever is acting as supervisor / Appraiser / mentor, the role of the employee in the organisation must be taken into account along with their length of service and expertise. It is to be remembered that most people within PCC work alone and carry responsibilities which unless shared can result in work overload and stress. The systems outlined above are their to support the employee and prevent this, which in turn will lead to a strong team of professionals achieving good results for PCC and themselves and those they support.

SUPPORT & SUPERVISION POLICY

Support & Supervision is a system which is used by PCC to ensure work undertaken by staff effectively meets the needs of clients and staff.

Supervision will be conducted by line managers who make up the formal line management structure of PCC. Supervisors will be supported to ensure the supervision they offer staff is of a high standard.

Staff members can expect Support & Supervision will:

- help them be more informed
- help them to resolve problems and difficulties about work
- help them to grow as a professional
- establish targets and plan to meet these targets
- offer personal support to cope with the stresses of work

Support & Supervision meetings will be conducted in line with the guidelines agreed and attached.

Support and Supervision Agreement

Staff member: _____ Position: _____

Service / Department: _____

Supervisor: _____

Position: _____

From (date): _____ To (date): _____

Guidelines given below in *italics* are there in order to give you ideas on how you can form your Agreement.

1. **Frequency**

Support & Supervision must take place at least once every month. The S & S relationship should be flexible enough to review the frequency of meetings.

Support & Supervision will be held every _____ of the month.

2. **Duration**

Support & Supervision meetings should be planned and timetabled well in advance. Although it is anticipated that an average S & S meeting will take 1 hour minimum to 1 ½ hour maximum, line managers should set aside more time than the duration anticipated in case it over-run.

Anticipated duration is: _____

3. **Venue**

This should be carried out in the office at Bath Road. Please ensure the room is not due to be used and put a sign on the door to ensure you are not interrupted.

We will carry out Support & Supervision at: Bath Road

4 **Confidentiality**

Support & Supervision meetings take place in an environment of mutual trust and there should be a frank exchange of views, opinions and ideas in order to gain full benefit from the process. Supervision is a management tool and there may be occasions when information may have to be shared within the normal line of management reporting structures. Examples of these are:

- *Where PCC policies and procedures, mission and principles are not adhered to*

and disciplinary action may need to follow

- *Where the interests of clients could be compromised*
- *Where personal circumstances are seriously affecting work practice*
- *Where the standards of the service provided and the quality of the support offered to staff need to be monitored*

If information shared needs to be disclosed to, or discussed with, anyone else for any of the above reasons then the other party will be informed in advance.

*Please note Support & Supervision meetings are **NOT** the place to discipline staff or to bring up issues which have already been dealt with.*

We both agree to give _____ notice should this situation occur (unless immediate action is required).

5. Record keeping

Notes of the Support & Supervision meeting should be concise and accurate using the standard form. The line manager should write up the notes (as soon as possible after the meeting) and give them to the supervisee to agree or challenge and amend accordingly. They should be read and signed by both parties and a copy given to the supervisee if requested. The original form should be kept by the line manager in the supervisee's personal file (locked).

The Support & Supervision notes will be written by _____

The notes will be kept in your staff file and can only be accessed by the HRO and the Directors.

6. Parameters of Support & Supervision

Support and Supervision is a management tool used to effectively monitor the service / department through the staff. Personal matters should therefore only come into the session if they directly affect or are affected by the work discussed or are affecting the supervision relationship.

The action we will take if the parameters of Support & Supervision are breaking down is: _____

7. Content

Support & Supervision should follow the agenda headings listed on the standard PCC form. Both the staff member and line manager should consider these general topic headings at the start of each session and create their own specific agenda items relating to each topic. Therefore, the agenda should have several items relating to one particular topic heading, but may not have any items for discussion under another heading. It is not expected that all of the suggested items will need discussion each session.

8. Expectations

Agree together and record below ways in which you could make the S & S meeting more comfortable and effective. Look at your staff member/line manager relationship and current obstacles affecting S & S meetings and how these could be overcome. (e.g. guarantee no interruptions, honour all set dates arranged and agreed, any action which has been agreed will definitely be followed etc.).

Support and Supervision will be conducted in a spirit of mutual respect.

This will be particularly demonstrated by:

- _____
- _____
- _____
- _____

If either party is unexpectedly away from the workplace at the time of the meeting, the following action will be taken:

We agree this is acceptable in the following circumstances:

9. Appeals

The supervisee has a right to discuss any concerns they have about the Support & Supervision meeting. These concerns should be raised within the normal line management reporting structures.

The person to contact is: _____

The method of contact is: _____

If unresolved after this stage, the PCC Grievance Procedure could be followed

10. Third Parties

Support & Supervision should be held on a one to one basis, however, on occasion, it may be felt necessary to invite a third party to be present. This will only occur with the full agreement of both parties.

We agree a third party can be present in the following circumstances:

11. Any other agreements / comments

This agreement will be reviewed annually (at Appraisal), or if the line manager ceases to be in the position to further supervise the supervisee

Signature of supervisee: _____ **Date:** _____

Signature of line manager: _____ **Date:** _____

- Copy to staff member's file
- Copy to staff member

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STAFF SUPERVISION FORM (029)

Employee's name _____

Client's names _____

Relationship with clients _____

Manager's comments _____

List any difficulties arising whilst implementing client's needs

Admin responsibilities

| Visits | All up to date? | If not please state the reason | Suggestions and action points |
|---------|-----------------|--------------------------------|-------------------------------|
| | | | |
| Reviews | All up to date? | If not please state the reason | Suggestions and action points |
| | | | |

Please indicate which of the following should be done over the next month:

H&S checks: _____

DBS renewals: _____

Unannounced visits: _____

Medicals: _____

Are there any issues you wish to discuss with regard to your role? _____

Manager's comments _____

Do you have anything to add to the agenda of our next staff meeting? _____

Are there any ways that you feel you could be more supported in your role? _____

On reflection, how are you feeling about the cases and situations you are working on?

Is there anything you think you could have done differently or could improve on if faced with again?

Would you be interested in any further training? YES ___ NO ___

Of the training we provide is there any you require immediately? YES ___ NO ___

Any general feedback or comments you would like to share or feel the manager needs to know?

Action points and targets for the coming month

Employee's signature _____

Manager's signature _____

Date ___/___/___