



**APRIL COMPLETE CARE SOLUTIONS LTD
(The “Company”)**

Supervision and Appraisal Policy

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1. DEFINITION OF SUPERVISION

Supervision is a formal process designed to enable individuals to reflect on their practice, learn from experience and improve personal competence, it plays a vital part in monitoring statutory responsibilities and professional accountability. In total, giving benefit to individuals, the professions and the organisation.

2. DEFINITION OF APPRAISAL

Appraisal is the Process by which a manager / consultant: examines and evaluates an employee's work behaviour by comparing it with preset standards, documents the results of the comparison, and, uses the results to provide feedback to the employee to show where improvements are needed and why. Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained, or fired.

3. PURPOSE OF GOOD PRACTICE GUIDANCE

This supervision policy outlines how April aspires to provide effective supervision for all staff regardless of discipline or grade. This is both good practice and a requirement under the Clinical Governance guidance.

Some professions have developed their own procedures, but the intention of this overarching policy is to cover all employees and to promote a culture of learning and personal development in the workplace, ensuring protected time is made available for these to take place.

4. RELEVANT STAFF

This good practice policy applies of all staff employed by April Complete Care Solutions. April recognise, however, that the needs of staff vary, as does the context and environment in which they work. Any specific needs will be negotiated and recorded on a supervision agreement (contract). This allows flexibility to shape the supervision to the demands of any job within April and to state the responsibility between the supervisee, supervisor and the supervisee's line manager or professional lead.

5. PRINCIPLES FOR PRACTICE

With increasing demands on our services, effective supervision guidance and procedures are fundamental for ensuring that the best interests of the individual always come first and that staff are developed and supported to meet this goal. In this way allocation, workload management and case closure become better informed.

April Complete Care Solutions are committed to providing formal and regular staff supervision. The Company believes that effective supervision provides the framework for high quality service provision, staff development, education and support.

In adhering to good practice the following principles of supervision are key:

- All staff will have formal supervision
- The best interests of the individual remain paramount within supervision.
- Regular supervision is considered good practice of all staff.
- Supervision is a shared responsibility between the supervisor and the supervisee.
- Supervision is regular and uninterrupted.
- Supervision involves practice development, monitoring and support to underpin the three main objectives of supervision (support, education and improving care).
- Supervision promotes competent, evidence-based practice.
- Supervision promotes anti-discriminatory practices in line with the equal opportunities policy.
- Team or staff meetings do not constitute formal supervision.
- Supervision is seen as complementary to personal development and appraisal and can contribute to identifying training and development needs of individuals.
- All staff attend 3 monthly supervised practice sessions on a 1:1 basis. 2 are office based and 1 is a supervised practice visit at the individuals home.

6. OBJECTIVES OF SUPERVISION

Supervision has three main objectives:

- Support
- Education
- Monitoring standards to improve care.

The following objectives are included when making our supervisory contract arrangements:

- The support objectives include:
 - Creating a safe climate for the worker to look at his/her practice and its impact on them as a person.
 - Supporting workers who are subject to any form of abuse either from clients or from colleagues, whether this is physical, psychological or discriminatory.
 - A safe place to raise personal issues from outside the workplace which may impact on their work.
- The educational objectives include:
 - The development of the professional competencies of the worker.
 - An exploration and appreciation of the worker's skills, knowledge and individual contribution to the work of the team and the organisation.
 - A time to focus on the worker's training, personal and professional development needs and how they can be met.
 - The workers ability to reflect on their work and interaction with individuals, colleagues and other agencies.
 - Engaging everyone in developing lifelong learning opportunities.
- The monitoring standards objectives include:
 - Performance management and improving quality

- Allocation of workload
- Management of time and workload
- Monitoring of records and record keeping within supervision
- Setting of priorities and agreed targets, linking this with appraisal.
- Checking work done against agreed targets through line management supervision and appraisal.
- Ensuring consistency between the individual's goals and the standards of the team and organisation

7. METHODS OF SUPERVISION

Different methods of supervision are available, including:

- One to One supervision (1 supervisor: 1 supervisee)
- Group/Team supervision (1 supervisor: several supervisees)
- Spot Check/Observations

It is expected that workers agree with the Managers what method of supervision is appropriate. It may be appropriate to have more than one supervisor with a different focus, e.g. specialist interventions, supervision as part of a training programme. The agreement/contract needs to reflect on the individual's reasons for this.

8. SUPERVISION AGREEMENT AND DOCUMENTATION

Every member of staff will have a source and appropriate arrangements identified for supervision as part of an effective induction process. It is the responsibility of the Manager to ensure that arrangements are identified for supervision. A supervision agreement/contract will be drawn up between supervisee and supervisor or within a peer supervision group, during the induction programme.

Physical Surroundings

Supervision will take place in a confidential, comfortable setting suited to the method chosen. Sessions will begin punctually and there should be no interruptions. Frequent lateness, cancellations or interruptions by either party are not acceptable and will be monitored and documented.

Frequency and Duration of Supervision Sessions

All April Complete Care Solutions staff should expect per year

- **2 Office Supervisions,**
- **2 Spot checks, followed up by further observations should staff not meet criteria of the spot check,**
- **Annual Appraisal.**

It is recognised that supervision may need to take place with a higher degree of frequency if the supervisee is dealing with a very complex or challenging issue, or if they are new to an area. This will be negotiated through the contract.

Role of Managers

It is the Manager's responsibility to make sure that supervision is happening. Staff can refer back to the Manager if the supervision contract is broken. Our Manager ensures that the resources to enable supervision to take place are available. Our Manager is responsible for the delivery of services through the staff within their span of control. This includes appraisal and staff development as well as carrying out performance plans. The relationship specified in this policy through the supervision contract will allow flexible arrangements to exist on a case-by-case basis.

Confidentiality

Good practice states that both supervisor and supervisee should keep notes of the supervision session. Our processes are kept confidential.

Supervision Contracts

Both supervisor and supervisee discuss how the supervisory sessions would function at the beginning of the working relationship. This is written into the supervision contract. This needs to cover what is confidential to the pair, what may be shared with management and specific colleagues. It must be noted that from time to time the supervisor may find it necessary to disclose material to third parties, and it should be made clear to the supervisee when such occasions arise. These arrangements will be reviewed at the yearly appraisal. Following the discussion the decisions will be recorded as simply as possible.

To clarify what has been agreed. In the event of dispute between supervisee and supervisor, the contract should include who to contact. Both parties need a copy of this agreement. Successful implementation of the agreement depends on goodwill and commitment from both parties and should make clear the WHY, WHEN and HOW of supervision for the post and circumstances of working environment.

Supervision Records

The agreement for this should be discussed when drawing up the contract. It is recommended that both parties keep records of the key issues and actions. These records also form part of the personal file.

If there is a performance management issue identified in supervision and a monitoring and development programme identified, this will be recorded in the employee's personal record. Supervision records may be referred to in these circumstances.

Use of Individual Notes in Supervision

It may be appropriate to document recording in the individuals record following discussion in supervision. Individual notes may be used to help improve standards in record keeping.

Supervision Responsibilities

Supervisors and supervisees share a responsibility of individual care and an expectation that they will act in the best interest of the individual. Actions should be informed by both Trust and their own professional good practice guidelines.

09. TRAINING AND DEVELOPMENT NEEDS OF SUPERVISEES

As already outlined one of the objectives within supervision is educational and concerns the identification of the worker's training and developmental needs and how they might be met. This information may be included to support training applications and should be taken to individual's personal development and performance reviews.

10. TRAINING AND DEVELOPMENT NEEDS OF SUPERVISORS

The development needs of individual supervisors will differ, dependent on previous training and experience, length of time in post, ability and team function. It is expected that staff will avail themselves of the courses offered.

11. MONITORING, AUDIT AND RESEARCH

All Senior Managers should undertake in conjunction with professional leads, periodic checks to ensure that supervision is taking place at all levels and in an effective way. This is a requirement under both Best Practice and Workforce Planning.

Audit requirements should focus on the following:

- How many staff receive supervision
- Does a contract exist for staff receiving supervision
- What is the frequency of supervision
- What measurable outcomes are seen from supervision
- What comments do staff have about supervision
- Are Personal Development Plans informed by supervision
- Biographical data to be collected to ensure that equal access can be monitored.