



Supervision Policy

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Look Ahead
CARE, SUPPORT AND HOUSING

Our mission

Working with people to make choices, achieve goals and take control of their lives through high quality care, support and housing.

Our values

Excellence

Aspiration

Partnership

Trust

lookahead.org.uk

**Services we would be proud
for our loved ones to receive**

Policy

1 Policy Background

- 1.1 Good quality supervision is essential to ensure that the skills of all employees are developed, utilised and monitored effectively, with a view to meeting Look Ahead's organisational objectives.
- 1.2 All employees should receive formal, structured supervision, at agreed intervals, from their manager and it is the responsibility of all managers to ensure that such supervision is provided in accordance with this policy and procedure. All Look Ahead employees, in all areas of work, are expected to participate in supervision as supervisees; many of these employees will also be supervisors. Policy Aim

2 The Aim of Supervision

- 2.1 Supervision is a two way process for the mutual benefit of the employee and the project/department, producing additional benefits for Look Ahead.
- 2.2 It is the responsibility of the manager/supervisor to ensure that:
 - all staff are properly and thoroughly inducted into the work of Look Ahead and of the individual project or department, in accordance with the policy and procedures relating to induction
 - all employees understand the purpose and process of supervision
 - all employees participate actively in supervision and contribute to the agenda
 - both managers and employees take positive action to work towards developing an effective supervision relationship
 - work is allocated appropriately
 - priorities are set within departmental policies and procedures
 - employees are aware of where they, and the work they do, fit into the overall work and structure of the organisation
 - objectives and expectations are clear
 - employees feel valued and supported
 - accountability and responsibility are clarified
 - work and workloads can be and are monitored systematically and objectively
 - there is information available for use in the appraisal process
 - identified key tasks are reviewed
 - employee skills are identified and developed
 - any problems or difficulties are dealt with at an early stage
 - equal opportunities policies are implemented
 - areas of training and support needs are identified and monitored
 - team issues are identified, discussed and resolved at an early stage
- 2.3 Managers/supervisors should ensure that employees have the opportunity to:
 - reflect constructively on their work
 - share concerns about work being done and resolve problems
 - share ideas for personal and project/department development
 - draw attention to issues which may be sensitive and require action by their manager or others
 - reflect on their own strengths and weaknesses and contribute to their appraisal

- identify areas and methods of personal development, including formal and informal training courses, coaching, shadowing, job swaps etc
- discuss what other advice and guidance may be available
- share personal matters which may be affecting performance
- review key tasks and objectives

3 The Functions of Supervisions

3.1 There are a number of main functions involved in the process of supervision, in no order of importance:

- **managing:** agreeing clear targets, directing, reviewing, monitoring, appraising, motivating, feeding back;
- **developing:** consulting, educating, coaching, informing, planning training;
- **supporting:** enabling, valuing, listening, acknowledging.

3.2 All of the above should be addressed as part of supervision throughout the year, though the extent to which each is covered will vary from one supervision session to the next.

4 Scope, Frequency and Timescales

4.1 All staff (including frequently used locums and staff on secondment), in all projects and departments, should have individual supervision meetings with their manager on a regular basis. This should be in addition to any informal discussions which take place on a day to day basis. Informal discussions do not, and cannot, take the place of formal supervision.

4.2 Supervision sessions should take place at least monthly as a minimum. More regular supervision sessions may be agreed between both parties and new and/or inexperienced staff will normally need more frequent supervision. For new employees who are still in their probationary period, these supervision sessions may be used to review progress against the criteria set during the assessment period, in accordance with the Probation Assessment procedure.

4.3 The length of time needed for a supervision session will vary depending on the issues to be discussed and the frequency of the sessions, although each session should be long enough to cover all relevant matters. The length of supervision sessions should be agreed between the employee and their manager at the outset. As a guideline, one hour is likely to be the minimum duration, with the maximum being two hours.

4.4 The dates for all supervision sessions for the year should be programmed in advance, in order that sessions may be recorded in diaries and planned. Supervision sessions should be regarded as very high priority in the work programme of both parties. However, although there may be occasions when dates need to be changed, this should be avoided where possible. If a date is to be changed, an alternative date should be agreed at the same time.

4.5 Supervision meetings should begin promptly.

4.6 A supervision contract should be agreed between both parties, using this policy for guidelines. This contract should detail the frequency, location, time, boundaries etc. of the supervisions that will take place. The details of this contract

should be noted in the notes of the first meeting and should be reviewed regularly.

- 4.7 If any employee is not receiving adequate supervision, or if supervision is not in line with this policy, the issue should, initially be raised with the supervisor/manager concerned. If the situation does not improve, the issue may then be raised with the line-manager of the supervisor/manager.

5 Location

- 5.1 Supervision sessions should take place in a private place and without interruptions. Telephones, including mobiles, should be switched off or calls re-routed. Other employees should be asked not to interrupt, apart from emergencies and, if necessary, a notice should be put on the door of the room to this effect.

6 Content

- 6.1 All supervision sessions should be planned for by both parties. A shared agenda agreed before or at the beginning of the meeting will ensure that the time available is used in the most effective way, with matters of the highest priority being covered.
- 6.2 Ways in which the aims outlined in Section (b) can best be met in the interests of the employee, the supervisor, the project/department and Look Ahead as a whole should identified at supervision sessions and should include the following:
- sharing problems and discussing/agreeing possible solutions
 - reviewing key tasks and planning ahead
 - monitoring and inspecting work done on a routine basis
 - workload management
 - identifying issues which need to be referred elsewhere
 - identifying (and sometimes meeting directly) the development and training needs of the employee

7 Confidentiality

- 7.1 Although supervision meetings may include much that is perceived to be confidential, both parties should be aware that there are matters which may need to be shared with more senior staff, through the supervision chain. In such instances, these senior managers would have the right to see the written record of supervision sessions and to discuss the issues with the supervisor/ manager concerned.
- 7.2 The employee concerned should always be informed by the supervisor if an issue raised in supervision needs to be shared beyond the boundaries of the session.

8 Records of Supervision

- 8.1 A written note of the matters covered in supervision sessions should be kept for the following reasons:
- to provide an aide memoire for both parties
 - to provide a basis for Appraisal

- to monitor changes, including records of problem areas, if necessary
- to record the actions agreed, the responsibility and timescales for the action to be carried out
- to record the dates of meetings, decisions made and training and development reviews

8.2 The supervisor is responsible for ensuring that notes are made promptly (though it may be agreed to rotate the responsibility for note taking). Ideally, the notes should be signed and retained by both parties.

9 **Equality and Diversity**

9.1 Look Ahead Care and Support is committed to Equality, Diversity and Human Rights.

9.2 We are committed to helping customers to access information about their homes and services in a way that suits individual needs.

9.3 If any person believes that they have not been treated in accordance with this policy, or they are unhappy about anything related to the policy, they may complain in accordance with our Feedback and Complaints Policy.

Version Control

Version no.	2	Date effective:	August 2016
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Colleague consultation:	N/A		
Customers consulted:	N/A		
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Author:	N/A		
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