

North of England Refugee Service

SUPERVISION POLICY

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Approved:	09/10/02	By: Board of Directors
Last revised:	22/09/11	By: Quality Task Group
Next Revision:	22/09/12	By: Quality Task Group
Document Controlled By:	QTG	

This Supervision Policy covers the supervision of all staff and volunteers. Supervision is an ongoing process which is reflected both in the NERS Appraisal policy (see separate policy) and the regular supervision meetings described below.

The Purpose of Supervision:

Supervision is a regular meeting between each staff member and volunteer and his/her line manager or in exceptional circumstances allocated supervisors, with the following purpose:

Supervisions provide an important form of support:

1. through the opportunity for management to assess the contribution and achievements of workers thereby reinforcing confidence and motivation
2. through the opportunity to identify any further training or development needs for staff and volunteers to enhance their skills, knowledge and experience
3. through the opportunity to reflect on one's work and achievements, share difficulties and concerns, receive reassurance and guidance, and find solutions to problems.

Supervisions perform a managerial function:

1. reviewing staff/volunteers performance against agreed tasks.
2. ensuring that the duties have been carried out according to NERS stated aims and values
3. ensuring that the duties carried out accord with staff/volunteers job descriptions, and that staff/volunteers are clear about their roles and responsibilities
4. ensuring that the role is accountable through regular reporting to the line manager

Supervisions also provide a developmental function for NERS:

1. as an arena of information exchange and problem solving, the supervision procedure ensures that the experiences and knowledge gained by staff working on each project benefit the organisation as a whole, and do not reside solely with that staff member/volunteer
2. supervisions also ensure that everyone remains focused on NERS' aims and values
3. supervisions are directly related to planning by identifying priorities, setting targets and the timeframe in which to achieve them

Supervisors should strive to achieve a balance between these functions.

Supervisor

Supervision will ordinarily be carried out by the line manager. However, where there is a conflict of interest, or perceived conflict of interest then either party has the right to request a different line manager to conduct the supervision. Exceptional circumstances can be dealt with through the CEO.

Frequency & Duration:

Ideal practice is for supervision sessions to take place every 3 months, and to last for at least one hour. A new member of staff/volunteer should receive monthly supervisions lasting not less than one hour for the first 6 months, so as to ensure that NERS' policies and role are understood. Thereafter, supervisions should be every 3 months, as for all staff members/volunteers.

The date and time of the next supervision will be set on the Supervision Form or notified in advance, except in circumstances where it is necessary to conduct an ad hoc supervision.

The Content of each supervision should cover:

1. Reviewing performance over the last supervision against agreed tasks
2. Identifying training and development needs
3. Setting targets for the next 3 months

Supervisions are not the space to update staff about the strategic direction of NERS. This should take place in team meetings. While the role of the supervisor or volunteer is to provide managerial support and guidance in areas of work, it is recognised that non-managerial support may be requested or suggested to management.

The Format of supervision sessions:

The agenda should include:

1. A follow up from the last supervision
2. An oral summary/feedback of the project performance over last 3 months
3. Discussion on issues arising
4. Problem solving, including identifying training and development needs
5. Setting priorities for the next 3 months

Supervision Forms

Attached are 2 alternative forms for supervision record. It is recommended that longer version is used by those supervisees on probation and if for any reason the line manager feel the detailed discussion is merited. In other circumstances and at the line manager's discretion either form may be used.

Record Keeping:

Notes could be taken during the course of the meeting by both parties using the Supervision Forms attached and agreed agenda. The form should be signed by both parties on completion of supervision, to denote agreement that it represents an accurate record. If there is no agreement between the 2 parties the matter is referred to supervisor's line manager. A copy will be given to the supervisee, and a copy will be sent to HR Officer for secure filing at the Head Office. In the case of a volunteer the copy should be sent to Regional Volunteer co-ordinator. No personal

issues will be recorded, except where they relate directly to work (e.g.: time off required if bereavement experienced, but then not recorded in detail). Confidentiality is important so that supervisions can remain a safe arena where frank discussions can take place in confidence. Access to supervision records will be governed by the same procedures governing all confidential personnel records.

Equal Opportunities:

The supervisor should be given training/guidance on issues of cultural variation surrounding the giving and receiving of advice, support, guidance, and feedback on performance. Before the supervision session begins staff should have the opportunity to discuss content of the session with their supervisor in order that all parties implement fully the purpose and values of the supervision session.

Preparation:

A standard agenda is provided by the attached supervision forms. However, where certain or new agenda items are identified as being of greater urgency at any one time they may be made a priority.

Implementing the system:

1. This supervision policy will be included in induction packs.
2. The Personnel Sub-committee will have responsibility for overseeing the supervision system. The HR Officer/Regional Volunteer Co-ordinator will be accountable for notifying the Personnel Sub-committee of any difficulties in implementing the supervision policy in his/her regular reports.
3. Those with a supervisory role should receive training in supervision skills.

Supervision Evaluation & Review

1. The Quality Task Group will be responsible for evaluating and reviewing the supervision system on a regular basis. Their recommendations will go through the CEO to the Board of Directors.
2. The effectiveness of the supervision system will be reviewed as part of the annual PQASSO/QASRO self-assessment process.

Approved by the Board of Directors:

Signature.....

Position.....

Date.....

NERS Supervision Form

Staff name:.....

Job Title:.....

Supervisor name:.....

Date of supervision:.....

Agenda:

1. Follow up from last supervision session:

2. Review of performance over last 3 months against agreed tasks

3. Issues raised and action agreed on problem solving:

4. Identified training and development needs:

5. Priorities for next 3 months:

Summary:

We agree that this represents an accurate account of this supervision session:

Signature Supervisor:.....

Signature Staff member:.....

Date:.....

Appendix to Supervision Policy: Guidelines for effective supervision

Preparation for supervision:

Prior to a supervision, it is useful for the worker to consider carefully the following questions:

- i. What have I done since the last supervision that I am pleased about? How has my work improved? What factors have helped me to work better?
- ii. What have I done since the last supervision that I am unhappy or unsure about? Why did I do it in that way? What would help me do it differently in the future?
- iii. Have I done what I set out to do as a priority in my last supervision? If not, why not?
- iv. What do I want to do before my next supervision? What will the emphasis and priorities in my work be? If I am unhappy, what could improve the situation for me?
- v. Am I happy with the amount and type of work I have to do and the conditions in which I work? If I am unhappy, what could improve the situation for me?
- vi. Am I managing time effectively?
- vii. Is anything or anyone at work creating a problem for me? How could this be dealt with?
- viii. Are the situations of people in my personal life affecting my work? Do I need support to deal with the effects they are having on my work?

Prior to the supervision, the supervisor should consider the following questions:

- i. What has the worker done since the last supervision that I am particularly pleased about? How has her/his work improved? What factor might have helped her/him to work even better? How can I help the staff member to build on this success?
- ii. What has the worker done since the last supervision that I am unhappy or worried about? Why did it happen?
- iii. Has the worker done what was agreed in the last session? If not, then why not?
- iv. Am I satisfied with the quality and quantity of work?
- v. What do I think the worker should be concentrating on before the next supervision session? How will this fit in with the worker's own priorities?
- vi. Is the worker managing time effectively? If not, why not?
- vii. Does the worker seem to be over-working or under-working? Are there any problems about timekeeping? Is the worker keeping up with essential administration, maintenance and other routine tasks?
- viii. Am I aware of any particular problems for this worker, at home or at work, that I should bring up?

Evaluating the effectiveness of supervision:

1. The quality and success of supervision can be reviewed in the appraisal meetings, where the supervisor and worker can evaluate its effectiveness. The worker will be enabled to reflect upon the experience and offer feedback for discussion.
2. The following questions are helpful for both parties to consider in the evaluation process:
 - i. How is the agenda set? Are we both contributing? Does it feel relevant and important?
 - ii. Are the sessions being managed well? Are they starting on time? Is a range of material being discussed or does it get bogged down with a single issue, or the crisis of the day?
 - iii. Is the worker clear about the tasks s/he is expected to undertake; the purpose of the tasks; the methods to be adopted; the resources available; and the extent to which they can use their own initiative?
 - iv. Is the worker receiving feedback on their performance? Are the worker's strengths being identified? How are the worker's weaknesses identified and addressed? Does the worker feel challenged?
 - v. Does the supervisor feel that the worker is presenting them with enough information for feedback to be given?
 - vi. Is power or authority an issue? Are the worker's and supervisor's perspectives on race, culture, gender, sexuality or class being addressed or ignored?
 - vii. Does the worker feel supported? Are personal issues taking a priority over professional ones?

**NORTH OF ENGLAND REFUGEE SERVICE
QUARTERLY SUPERVISION FORM**

Staff name:

Job title:.....

Supervisor name:

Date of supervision:

1.Any follow up required from last supervision on(date) ?

No Yes (*If yes please give details*)

2.Have the tasks agreed in the last supervision been completed ?

Yes No (*If no indicate what follow up action has been agreed*)

3.Any new training or development issues identified since last annual appraisal ?

No Yes (*If yes, give brief details*)

4.What priorities have been agreed for the next 3 months ?

-
-
-

5.Any other issues raised and action agreed ?

We agree this is an accurate summary of the supervision.

Supervisor's signature

Staff member's signature **Date**

*Note: If you need more space in answering any section, please attach a follow up sheet **which both parties must sign***