

Staff Supervision Procedure & Guidance

(Residence staff)

Adopted by Governors: 11th April 2024

Governors Meeting: Residence committee

Next review due: Summer 2026

Kings Mill School & Residence



Making a real difference: guidance for staff supervision

Introduction

It is a fundamental belief at Kings Mill that staff are its most important asset in fulfilling its responsibility to provide a quality service to pupils. The supervision and development of all staff are significant processes in the success of the organisation.

This guidance provides an understanding about the requirements and processes and staff supervision and links closely with Kings Mill's Support Staff Supervision and Appraisal Policy.

This guidance consists of:-

- Procedure and Guidance for Supervision
- Standards for Supervision
- Contract for Supervision
- Supervision Record
- Monitoring and Audit Arrangements

There are different types of supervision, e.g. ad-hoc, informal or formal. This guidance specifically addresses formal supervision. If there is a need for an ad-hoc informal supervision this should NOT replace the formal supervision session, which should still take place. The issues discussed at an informal or ad-hoc session should be re-visited at this formal session and recorded appropriately.

Beliefs

- Supervision is the worker's most important relationship
- Staff are entitled to the highest standard of supervision
- Staff can and will use good supervision to develop and change
- Supervision's overriding priority is to promote and protect the interests of service users
- Supervision is critical to quality of service delivery and the experience of users
- Supervision is a complex and skilful process which can be learnt
- Supervision is about feeling and thinking as well as doing
- Supervision must attend to both process and content
- Supervision must seek to model the attitudes and values that they expect staff to adopt with service users
- Supervising can be one of the most rewarding tasks in your service
- Supervision can also be one of the most demanding tasks
- Supervisors need training, support and supervision

Partnership

The guidance for support and supervision is a partnership between you, your supervisor and Kings Mill. It is your line manager's responsibility to ensure that a framework exists and for the majority of people the supervisor and the line manager will be the same person.

The purpose of this partnership is to:-

- Ensure you have a manageable amount of work; or that you are supported with any pressures and capacity issues
- Ensure the quality of the service being delivered to our service users
- Ensure that you are working towards meeting the Kings Mill's and the local authorities objectives
- Ensure you are clear about your roles and responsibilities
- Ensure the resource you require to carry out your role to the required standards are identified
- Develop a suitable working climate in which to work
- Acknowledge, discuss and manage stressful situations
- Engage you on a continuous pathway of professional development
- Recognise good performance and personal achievement

The partnership should: -

Be confidential, subject to the safety of service users or staff whistle blowing
Be a continuous process
Encourage and involve you
Be structured and focused
Be planned and private
Be a two way process
Focus on your individual needs
Be motivating
Address professional development development
Deal with situations sensitively and clearly

And not:-

Break confidentiality
Be a one off event
Undermine you
Be 'small talk and cosy chat'
Be rushed or interrupted
Be one sided
On the supervisors needs
Feel negative or demoralising
Ignore the right and need for
Ignore or fail to support you

Roles and responsibilities

The responsibilities of the different members of the supervision and development partnership need to be clearly understood by all parties.

Kings Mill is responsible for:-

- Providing a clear procedure that defines the aims of the supervision
- Ensuring that equality and diversity and an integral part of the procedure and practice
- Providing a flexible framework for support and supervision
- Placing the responsibility for supervision and staff development within a line managers job description and work priorities

- Development and providing training and continual development of those who provide
- supervision
- Providing the resources and support seen as necessary to achieve the objectives set

The Manager is responsible for:-

- Quality ensuring and assuring the work of the officers
- Ensuring confidentiality, subject to service user and staff safety
- Providing a suitable time and location
- Ensuring that supervision takes place at least once every term
- Eliminating interruptions
- Arranging an agreed agenda and framework for the supervision session
- Maintaining accurate and clear records; copy provided to supervisee and held by supervisor(recorded in the supervisors log book)
- Ensuring management of workload
- Development an appropriate checklist for comprehensive and relevant coverage of issues in supervision
- Ensuring a Supervision Contract has been negotiated and agreed
- Ensuring that plans drawn up in the appraisal are tracked and progressed through supervision
- Ensuring that supervision includes a 'personal risk assessment' in areas of work where this is appropriate such as residential services
- Providing effectively the four principle elements of supervision (management, representative, support, development)
- Ensuring the Councils legal, ethical and professional standards are met
- Ensuring that, where a change in line manager occurs, a handover process is arranged between all parties concerned
- Undertaking appropriate training about supervision and the appraisal process which is relevant to their needs and development as managers
- Ensuring appropriate training about supervision and the appraisal process which is relevant to their needs and development as managers
- Ensuring that issues relating to diversity are addressed constructively and positively and provide an opportunity for staff to raise issues about their experience of diversity
- Achieving a balance between service objectives and the needs of an individual for personal development
- Supporting the worker to the reflective

You, the individual, are responsible for:-

- Sharing the responsibility in making the partnership work
- Attending regularly, on time, bring your agenda and participating actively
- Prepare for each supervision meeting by reviewing notes from the previous meeting and taking evidence of the application of the signs of safety approach and where appropriate a cultural genogram to aid reflection discussion

- Check and read the notes of previous meetings making sure actions are followed through and completed
- Be open about what has gone well and what you have found difficult
- Accepting the mandate to be supervised, supported in your development and being accountable for your own supervision and development
- Ensuring a Contract has been negotiated and agreed
- Preparing appropriately for supervision and appraisal sessions
- Receiving effective and sensitive supervision and support for development
- Aiming to meet the organisation's legal, ethical and professional standards

Timing of Supervision

The frequency of supervision will be dependent on the role you play within the organisation, your skills, experiences, team requirements and Government guidelines. As a guide a care worker at Kings Mill should require no less than 1 hour's supervision every term. This can be more frequent.

It may be appropriate to arrange for more frequent supervision for staff who are new to Kings Mill, but also if there are particular pieces of work which need more time in supervision.

It is good practice to arrange a series of supervision in advance.

Key elements of support and supervision

There are four key elements that support the supervision process. They give a balanced approach to the process through relying heavily on one another. You cannot perform one element effectively without the others. As a result of any meeting, actions may be required by any party in relation to any of the four key elements. These actions should be recorded appropriately.

The four elements are:-

- Management
- Representation
- Support
- Development

Within the management element your manager should address:-

- Overall management of the quality of your work practice
- Overall management of your workload and priorities
- Provision of resources
- Provision of a safe environment in which to work
- Professional discussion of your performance against individual and team objections
- The role of supervision in ensuring that Kings Mill policies are communicated and made clear by both parties

Within the representative element your manager should:-

- Act as an advocate between you, senior management, the team and any outside agencies
- Transfer relevant information between you, senior management, the team and any outside agencies

Within the support element your manager should:-

- Support you both as a professional and as an individual person in your own right, including acknowledgement or issues of diversity
- Support your well being at work

Within the development element your manager should:-

- Identify your individual strengths
- Identify areas for development in order for you to carry out your job to the required standard and objectives
- Identify development opportunities
- Plan how your development needs could be met
- Ensure that you have induction training
- Evaluate the development opportunities you have received
- Agree with you how any learning and development will be transferred into practice

Contract

The Contract between yourself and your manager should clearly outline the roles, responsibilities and expectations of both parties.

The Supervision Contract is divided into two parts: Arrangements and Content. King's Mill format Contract can be found in the appendices. The contract should be reviewed annually.

Part 1 – Arrangements

Agreement about frequency, duration, expectations regarding cancellation or changes, length, location, confidentiality, recording and handover arrangements (if and when applicable).

Part 2 – Content

Agreement about the key elements as outlined below and detailed in the quality standards section of this document.

Recording

Recording should follow the principle that:-

- The Contract is the initial record of agreement between both parties

- All records should give sufficient detail of the discussion to reflect the content of the meeting, identify actions as agreed and record any disagreements and concerns raised
- Ensure that case management decisions are also recorded on the Child Discussion Form in line with the procedure about case recording.
- All records are confidential for both parties and should be stored securely – i.e., consider whether suitable to store electronically – check open access is available
- The records are shared with you and you should keep these confidentially
- All records of supervision and appraisal are owned by Kings Mills and will be subject to inspection and audit
- Records should be typed or where this is judged not to be practical, written clearly and in ink
- A copy of the record should be held by both parties and as least one copy signed by both parties
- The standard format as supplied in the appendices should be used as a framework for recording purposes (Appendix A: Contract for Supervision – Appendix B: Supervision Record Form – Appendix C: Child Discussion Form). The templates to be used are available on Residence K: Drive
- On leaving, your supervision records will be placed on your Personnel file, in a secure, locked cabinet

Personal Development

Understanding how you learn and being able to apply this in your practice is fundamental to effective supervision. It is your responsibility to reflect on your experience of learning and establish ways in which the learning can be transferred back into your daily working practice. Your supervisor will be able to help you identify which particular style of learning best suits you and the opportunities available.

Your learning and development needs should be related both to the objectives that you need to achieve and to your future roles within Kings Mill. These will be identified and agreed through the appraisal process. The objectives that you set with your supervisor should include development objectives that will enable you to perform your current tasks effectively and lead to personal and professional growth.

Personal development plans should also link to career pathways and core training.

Training in Supervision

Kings Mill recognises the importance of supporting managers to develop supervision skills and will provide access to training and tools for this e.g. shadowing.

Quality standards

The standards to which your supervisor should be providing supervision are detailed in the tables below.

The standards have been developed around the four key elements of supervision and will enable you and your supervisor to measure the effectiveness of the process.

Quality Assurance/Monitoring

It is important that you take action to ensure you are receiving quality supervision and having your development needs identified and met. If it becomes apparent at any point during the year that you are not receiving supervision to the standard required you should:-

- In the first instance arrange a one to one meeting with your line manager to discuss and solve, where possible, the difficulties, which you feel, have arisen.
- If difficulties still arise or you are unable to find solutions in the first instance you should:-
- Request that a three way meeting between your line manager, their line, manager and yourself is arranged. The difficulties should be discussed and outcomes agreed. It is the responsibility of your manager's line manager to ensure that these difficulties are satisfactorily resolved.

Other ways in which the quality of supervision and appraisal is monitored included:-

- The Head teacher, Head of Care and Kings Mill Governor will be required to inspect a sample of supervision files periodically and this may include checking your file to ensure that quality standards are being met
- Your manager will also be asked to complete the Supervisors Log Book noting the supervisions they have carried out to ensure that the process is actually taking place.
- An annual questionnaire about supervision is carried out. It is an anonymous questionnaire, which seeks feedback from staff about the supervision process (Appendix D: Supervision Questionnaire).

QUALITY STANDARDS FOR STAFF SUPERVISION

The Management Element

Standard	How to Achieve a Standard
Create and secure a commitment to a clear vision.	Share the Council and Directorate vision and service improvement and team plans with enthusiasm.
Enable staff to understand how they contribute to achieving the Social Services and Health aims objectives.	Relate aims and objective to Directorate, work units and individual. Supervision, appraisals and PDP should align with these aims and objectives.
Build and support a high performing team.	Invest time and energy in development the team and building personal and professional relationships.
Review the services provided in relation to objectives and quality	Personally, and through team, assess and identify the differing needs of people who use the services.

Standard	How to Achieve a Standard
Explicitly set targets and standards for the team and individual performance Deal with poor performance. Recognise individual contribute to the organisation.	Recognise and give regular face to face feedback for good and poor performance. Help other people learn from mistake. Acknowledge and publicly own success. Give award ceremonies high profile.
Develop and maintain an appropriate infrastructure for management of staff.	Agree and ensure there is a regular, appropriate supervision, support and appraisal with all staff. Ensure that the process clearly defines the responsibility of the team and the individual members together with the limits of their authority. Undertake Individual Performance Appraisal with all staff.
Organise work processes to deliver on time, and on budget, to agreed quality standards	Ensure plans are implemented to meet the assessed requirement of people who receive/use services of the team. Allocation of work is consistent with team objectives and in turn, with Directorate objectives. Service user needs identified through the care planning process are met to the required standards.
Contribute to implementing disciplinary and grievance procedures and other appropriate codes of conduct	Make self-aware of organisation's code of conduct

The Representative Element

Standard	How to Achieve a Standard
Manage the complaint procedure.	Assist and coach staff through the appropriate procedure.
Review resources and brief management appropriately.	Recognise resource deficits and implications and advise line management.
Enable individual and team contributions to Policy Formulation.	Identify key skills and interests of staff in achieving the organisation's objective. Involve staff in the design and development of their patterns of working. Release staff to attend Directorate and corporate events.
Ensure staff are informed and implement the Council's communication framework.	Share information and guidance and communicate key messages.
Manage the network of other parts of the organisation and other agencies.	Involve staff as representatives of the organisation/team.

Standard	How to Achieve a Standard
Gives opportunities to team members to help define their own objectives and work plans.	Supervision, appraisal and personal development planning, alongside work unit aims and objectives.

The Support Element

Standard	How to Achieve a Standard
Manage interpersonal conflict.	Identify source a conflict and make a positive intervention.
Built trust, good morale and teamwork.	Encourage honest and openness. Encourage managers to lead by example. Seek and respond ton feedback.
Recognise and value diversity.	Recognise differences and take steps to maximise potential. Ensure that equality of opportunity is part of good management practice.
Develop trust and support of colleagues and team members and is proactive in supporting staff that are subject to abuse from other people.	Provide a safe climate for individuals to express feelings. Enable staff to record and report harassment and act appropriately on these
Develop productive working relationships.	Establish a long-term relationship that is concerned with agreed outcomes.
Clarify the boundaries of supervision, support and appraisal.	Clarify with individual when they should seek external advice or counselling.
Monitor the overall health, safety and welfare of the team and individuals.	Undertake risk assessments and raise positively issues of stress management and care.
Assist and support staff to strike a healthy balance between work and other aspects of their life outside work.	Supervision and support to provide a safe environment for discussion.

The Development Element

Standard	How to Achieve a Standard
Develop staff to meet challenging organisational needs.	Share a longer-term view and understanding organisation and individual needs Enable staff to develop skills
Have an understanding of how adults learn.	Assess individuals learning styles and allow for applications
Delegate effectively.	Allow people to complete job without interference. Provide appropriate explanation and support.
Make best use of skills and resources	Understand strengths and seek to

Standard	How to Achieve a Standard
within the team.	address areas for development.
Is aware of personal and staff strengths, areas for development and the impact on others.	Will admit mistakes and take action to rectify the situation without attributing blame to individuals.
Show a commitment to own personal and staffs professional development including those who have patterns of working that are not standard	Seek opportunities for self and staff's development and have development plans. Demonstrate flexibility and creativity. Make best use of Personal Development Plans.
Is aware of personal management style and its impact on others	Consider issues of style and process when working with staff.

**KINGS MILL SCHOOL & RESIDENCE
A CONTRACT FOR SUPERVISION**

Team Manager:	Team Member:
Care staff will be supervised at termly intervals as a minimum, for periods of 1 hour. Supervision will: 1. Enable the worker to perform to the standards specified by Kings Mill. 2. Ensure that the employee is clear about his/her roles and responsibilities. 3. Ensure accountability for the work undertaken by the employee. 4. Ensure robust Quality Assurance of casework. 5. Assist in the employee's professional development. 6. Be the primary source of support for the employee. 7. Provide regular and constructive feedback to the employee on their performance.	
Arrangements agreed for supervision: please tick and add comment if applicable:	
Frequency	<i>Every term</i>
Length	<i>Minimum 1 hour</i>
Location	<i>Kings Mill Residence</i>
Record of supervision	<i>Staff Supervision Record template</i>
Storage of supervision record	<i>Personnel file</i>
Purpose which the supervisory record may be used	<i>Continued professional development, monitoring performance, references</i>
Interruptions only permitted if.	<i>Exceptional circumstances – emergency situations</i>
Re-scheduling of a supervision meeting: supervision <u>MUST</u> take place <u>within two weeks</u> of the original date	
Content and focus of supervision will be based on: • Agreeing the agenda • Reviewing your work via discussion, reports, observation	

- Quality Assurance of selected pieces of work (usually two)
- Agreeing and monitoring action plans
- Development of your skills, knowledge and value base by reflecting on your performance
- Identifying your developmental needs, interests, goals and action plans
- Providing space for you to reflect more generally on your experience of and feelings about the work
- Reviewing this supervision agreement, including your feedback about the progress of supervision

Making supervision work: What each agree to contribute

What I want from you as my supervisor

What I will contribute as the supervisee to make this work:

What I want from you as a supervisee:

Permissions that we have agreed: *(e.g. the supervisor may not always have an answer, or it is okay for me the supervisee to say I am struggling.)*

What we will do if there are difficulties working together:

Supervisee

Signed: _____ Date: _____

Supervisor

Signed: _____ Date: _____

Record of review/amendment

Review Date:	21 February 2024	Page No (Other info):	11
Original:	Six weekly supervision		
Amendment:	Termly supervision		