Pathhead & District Community Association SCIO
The Community Hall
11 Main Street
Pathhead
EH37 5PZ
www.pathhead.info

Supervision Policy

Statement of Purpose

This policy will provide a framework for the one-to-one supervision of all employees & volunteers working with or for Pathhead and District Community Association SCIO (PDCA).

This policy sets out how employees & volunteers can expect to be supervised and provides managers with the key elements needed to supervise employees & volunteers effectively.

The aims of supervision are
- To ensure employees & volunteers know what is expected of them
- To ensure employees & volunteers carry out their duties effectively and efficiently
- To ensure good practice and to challenge and manage poor practice
- To ensure that health and well-being at work issues are addressed
- To ensure that employees & volunteers operate in an anti-discriminatory way, and in line with good practice

Definition of supervision

Supervision is a meeting between the trustee and employee/volunteer in order to meet organisational, professional and personal objectives.   Supervision forms a key part of individual performance management.

Supervision agreements

Arrangements for personal and individual supervision will be agreed between the trustee and the employee/volunteer It is a normal to expect that there may be discussions and decisions about daily work issues, problems arising, or changes in policies and procedures that emerge in discussions.   However, when decisions have been made there needs to be a formal record

Roles and responsibilities of the Line Managers and Employees

Trustees must ensure that supervision takes place for all employees & volunteers.Supervision must be conducted in accordance with this policy and guidance.

It is the responsibility of trustees employees to attend supervision sessions. They should use these sessions positively to discuss their work and development, and to implement agreed actions. It is the trustees and employee's responsibility to prepare prior to each supervision session, and bring a list of issues in order for a two-way discussion to take place.

Disputes

Disagreements should be initially dealt with by discussion between the supervisor and employee or volunteer, or by reference to the trustees if necessary.   Any further dispute not dealt with in this way should be addressed within the usual Disciplinary procedures.

Pathhead & District Community Association SCIO
The Community Hall
11 Main Street
Pathhead
EH37 5PZ
www.pathhead.info

Recording

Records should clearly detail any decisions that have been made, the reasons for these, any agreed actions including who will take responsibility and the timescale for carrying out these actions.   The records should be signed and dated by both parties.   If there is disagreement as to the content of the record this should be recorded by the supervisor.

Confidentiality and Access

Supervision is a private but not a confidential process.   This means that the records are the property of the organisation, not the individual. Records will be made available to the employee and the trustees

General Guidance

These guidance notes may be used as a checklist to help you audit your supervision practice, and help you to get the best out of the session, both as a supervisor and a supervisee.

To be a good supervisor you need to:

- ✓ Plan a joint agenda (*eg:* review previous supervision notes before meeting and make a note of issues you wish to raise);
- ✓ Clarify tasks and areas of work that the manager expects of the employee or volunteer;
- ✓ Encourage honest and open discussion of real issues;
- ✓ Hold regular sessions at agreed dates and times and be on time;
- ✓ Ensure the session is uninterrupted and is comfortable;
- ✓ Praise work done well;
- ✓ Listen, summarise and check out;
- ✓ Be constructive, and offer balanced feedback, focusing on the positives first;
- ✓ Support employees & volunteers, and build on existing skills and knowledge;
- ✓ Set clear targets with action, and write these down;
- ✓ Anticipate problems and issues before they get serious;
- ✓ Do what you say you will do;
- ✓ Be specific in any comments you make relating to supervisee's performance;
- ✓ Whatever the supervisee's present levels of capability/competence, convey confidence that he/she can reach new levels.   Try to stretch him/her towards them;
- ✓ Write down actions on either side;
- ✓ Record any disagreements;
- ✓ Make your own experience, knowledge and skills available to help the supervisee;

Pathhead & District Community Association SCIO
The Community Hall
11 Main Street
Pathhead
EH37 5PZ
www.pathhead.info

- ✓ Set the supervisee's work in the context of legislative and agency requirements, signposting to relevant statute, regulations and agency policy/procedure as appropriate;
- ✓ Acknowledge conflict and tensions openly, *eg:* as between 'ideal-case' actions and resource or budget constraints;
- ✓ Acknowledge that you haven't got 'all the answers';
- ✓ Think who else can help with the issue;
- ✓ Give yourself time to seek further information or seek advice, if you're not sure;
- ✓ Help employees & volunteers to reflect on their practice, *eg:* what worked, didn't work, why, and lessons for the future.

To be a good supervisee you need to:

- ✓ Plan a joint agenda (*eg:* review previous supervision notes before meeting and make a note of issues you wish to raise);
- ✓ Openly discuss real issues;
- ✓ Attend regular sessions at agreed dates and times and be on time;
- ✓ Raise problems and issues before they get serious;
- ✓ Do what you say you will do;
- ✓ Keep up to date with related reading around legislative changes, policy and procedures;
- ✓ Keep up to date with related reading around research and theory related to service user's needs;
- ✓ Use supervision to reflect on your understanding and application of knowledge, theory and your skills, and how this has an impact on outcomes for the service user;
- ✓ Use supervision to reflect on how you promote the values of anti-oppressive practice, and meaningful user involvement and participation.

Common Barriers to the delivery of effective supervision can include:

- ✓ 'Dumping' – saving up criticisms and discussing them all at once;
- ✓ Unplanned, rushed agenda, and unfocussed sessions;
- ✓ Inadequate preparation by supervisor or supervisee;
- ✓ Unclear or unrealistic goals for employees & volunteers;
- ✓ Telling rather than listening;
- ✓ Failure to offer constructive commentary on performance;
- ✓ Misuse of power, *eg:* bullying, harassment, victimisation;
- ✓ Allowing interruptions;

Pathhead & District Community Association SCIO
The Community Hall
11 Main Street
Pathhead
EH37 5PZ
www.pathhead.info

✓ Running out of time;

✓ Poor recording of supervision;

✓ Emotional issues unaddressed;

✓ Case management rather than a developmental focus.

Change Record

Date	Change / Approved by	Comments
6/1/21	NHD	Formatting
10/12/20	Committee	Policy approved by the Committee
30/11/20	Trustees, BC	Policy approved by the Treasurer and The Trustees
14.1.20	MJ NHD	Updates
27.11.19	MJ sec	Updates