
Employee Work Supervision Policy

Turas Training

Approval date: 2023

Revision date: 2025

1. Policy Statement

- 1.1. TURAS is committed to providing supervision that supports leadership, performance management, staff needs, and the effectiveness of all services.

2. Purpose

- 2.1. This policy outlines a standardised organisational framework for the implementation, continuing development, and maintenance of a system of supervision for TURAS staff.
- 2.2. Regular individual supervision aims to support employees and ensure their work and development are monitored in a positive way.

3. Scope

- 3.1. The scope of this policy is to identify and set a minimum standard for supervisory practice, and to implement an effective and consistent approach to supervision. It applies to the supervision of all staff within TURAS.
- 3.2. This general supervision policy may not include specific requirements related to clinical supervision, or supervision requirements relative to specific projects.
- 3.3. See also Staff Appraisal policy.

4. Principles

- 4.1. All staff have a right to receive quality supervision by supervisors operating according to an agreed framework.
- 4.2. Quality supervision has a bearing on the quality of service delivery and programme outcomes.
- 4.3. Supervision must be undertaken with a commitment to equality standards and be consistent with anti-discrimination law.

5. Roles and Responsibilities

- 5.1. All staff have responsibility for their own work standards. To that end staff are not passive recipients of supervision, but should be fully prepared for the supervisory process as requested by line management.
- 5.2. The Project Coordinator has a responsibility to ensure appropriate training is provided for supervisors, and that the Supervision Policy is fully implemented.
- 5.3. All staff should be given a Supervision Agreement Form to be completed at the initial supervision session. This outlines clearly the expectation of supervision sessions.

6. Supervision Functions

- 6.1. All aspects of the employee's work can be discussed at supervision. The following categories may be useful categories for a typical supervision:
 - 6.1.1. General introduction / agreement of agenda / opening general questions
 - 6.1.2. Workplan
 - 6.1.3. Strategic Plan and Annual Plans
 - 6.1.4. Case Discussion
 - 6.1.5. Professional Development
 - 6.1.6. Supports Required
- 6.2. Inappropriate Topics for Discussion at Supervision Meetings:
 - 6.2.1. Disciplinary and grievance matters are dealt with on a formal basis outside supervision meetings. However, this does not preclude the line manager from discussing issues that may or may not lead to a disciplinary process during a supervision session, but disciplinary warnings cannot be given at a supervision meeting.
 - 6.2.2. Staff may have the opportunity to raise concerns about the working practices or possible professional misconduct of other staff, particularly in relation to work with service users. It is necessary to distinguish between such concerns and irrelevant issues or hearsay concerning other staff, which is inappropriate to discuss in supervision meetings.

- 6.2.3. Where there exist significant personal issues that are affecting work experience / performance these may need to be referred to a trained counsellor or other professional. It is the responsibility of the supervisor to create clear, useful boundaries in this regard and to refer on as required.

7. Frequency, Length and Location

- 7.1. Supervision meetings will be held **once every quarter**. Additional supervision can take place at the supervisor's discretion, or at the request of the member of staff. Staff should be informed in their supervision agreement form that attendance at supervision is mandatory.
- 7.2. Supervision should be held in such a way as to enable proper reflection and feedback. Therefore supervision should be planned in advance so both parties have adequate time to prepare.
- 7.3. Supervision should only be postponed in exceptional circumstances. In such occasions the postponed session should be rescheduled as soon as possible.
- 7.4. Supervision should take place in a location that affords privacy, and efforts should be made to avoid interruptions as much as possible.
- 7.5. Supervision meetings in general will last approximately one hour.

8. Agenda and Preparation

- 8.1. Both supervisor and supervisee should be fully prepared for supervision.
 - 8.1.1. The supervisee should bring the following to supervision:
 - 8.1.1.1. A note of any issues to be discussed (in relation to cases or other matters).
 - 8.1.1.2. Any relevant reports / documentation relating to work progress.
 - 8.1.2. The supervisor should bring the following to supervision:
 - 8.1.2.1. A copy of the work plan.
 - 8.1.2.2. A list of clients/cases, if relevant.
 - 8.1.2.3. The supervision form from the last session.
 - 8.1.2.4. A copy of the last Appraisal and Development Form.
- 8.2. An agenda should be drawn up in advance. Additional items should be added if necessary at the beginning of the supervision session. If required these should be allotted time frames to ensure that all issues are covered within the session.

9. Record Keeping

- 9.1. Supervision should be recorded in writing in a timely and consistent manner. Written notes should be maintained by the supervisor, with a copy made available to the supervisee. All notes should be signed at the end of the supervision session by both parties.
- 9.2. Personal information should only be recorded if it causes concern for the individuals work performance and is written with the agreement of both parties.
- 9.3. Areas of disagreement between the supervisor and supervisee will be recorded on the supervision records.

10. Confidentiality

- 10.1. Supervision sessions are, in general, confidential exchanges. However, the supervision record is an organisational document which may be seen by others for specific purposes, for example; an organisational audit, or where there is a grievance or disciplinary procedure in effect.
- 10.2. Issues may be raised within the supervision session that the line manager is unable or unwilling to keep confidential e.g. discrimination or staff conflict. This should be made clear to the staff member. In this situation, the line manager should discuss and, where appropriate, agree the action to be taken with the member of staff before raising it with other staff members.
- 10.3. Issues of misconduct, child protection or potential criminal activity directly affecting TURAS cannot be kept confidential, and all staff should be made fully aware of this as part of their induction.

11. Equality Issues

- 11.1. Supervision sessions will be based on anti-discriminatory principles and sensitive to differences between backgrounds and experiences.

12. Disagreements

- 12.1. Areas of disagreement between the supervisor and supervisee will be recorded on the supervision records.
- 12.2. If the staff member wishes to raise any issues up at the next level of management they should use the grievance procedure as described in the Grievance Policy. This policy outlines that informal efforts should be made to address issues as close to the source as possible. In relation to issues relating to supervision, this means that issues should ideally be discussed within the supervision session and clear notes kept on the issues and any agreed resolutions to these.

Supervision Tools Contents / Checklist

1. Planning and Structuring Productive Supervisory Meeting Checklist
2. Sample Supervision Agreement Form
3. Sample Supervision Record Pro-Forma (General)
4. Sample Supervision Record Pro-Forma (Record of case actions and decisions made)

Planning and Structuring Productive Supervisory Meetings

Before the Meeting	
Develop a regular schedule of meetings with each staff person and strictly adhere to the time schedule for the meeting	
Create a comfortable and confidential environment for holding meetings	
Resist any unnecessary interruptions	
Prepare for the meeting: <ul style="list-style-type: none"> ▪ Review the objectives you and your staff member established related to his/her performance. ▪ Reflect on your last meeting – what action items were established? ▪ Did you follow through on actions promised? ▪ Review case materials and cases that are to be discussed. ▪ Ensure you have the following to bring to supervision: list of staff members cases, last supervision form, workplan. ▪ Reflect on the staff person’s unique strengths and styles. ▪ Consider what outcomes would benefit the agency, the staff person and you. ▪ Be aware of your own work style, your current state of mind and emotions. 	

During the Meeting	
Use a consistent supervision assessment tool (example attached).	
Ask the staff member what would be a good outcome for him/her as a result of this meeting. Share outcomes you are seeking.	
Develop an agenda for the meeting with the staff person at the beginning of the session. If an agenda has been created in advance, make sure you engage the staff person in making changes if necessary.	

After the Meeting	
Follow through on tasks	
Give staff ongoing feedback on progress, information and resources as needed	

Supervision Agreement Form

This contract is between supervisor _____ and supervisee _____

Expectation

- Supervision should enable proper reflection and feedback. Therefore supervision is to be planned in advance so both parties have adequate time to prepare.
- Both supervisor and supervisee should be fully prepared for supervision. The supervisee should bring the following to supervision:
 - a note of any issues to be discussed,
 - any relevant reports / documentation relating to work progress.
- The supervisor should bring the following to supervision:
 - a copy of the work plan,
 - a list of clients/cases, if relevant,
 - the supervision form from the last session
 - the last Appraisal and Development Form

Frequency, Length and Location

Supervision meetings will be held once per quarter. Informal on-going supervision will also take place, particularly for new staff members. Supervision meetings in general will last approximately one hour. Meetings will be in a private location, with interruptions kept to a minimum. Supervision should only be postponed in exceptional circumstances. In such occasions the postponed session should be rescheduled as soon as possible.

Functions

Supervision will cover the following: Agreement of Agenda and General Intro, Workplan, Strategic and Annual Plans, Case Discussion, Professional Development and Support.

Record Keeping

Supervision will be recorded in writing in a timely and consistent manner and will be maintained by the supervisor, with a copy made available to the supervisee. All notes will be signed at the end of the session by both parties. Personal information should only be recorded if it causes concern for work performance.

Confidentiality

Supervision sessions are in general confidential. However, the supervision record is an organisational document which may be seen by others for specific purposes, without the consent of the parties involved (see Supervision Policy). Issues of misconduct, child protection or potential criminal activity directly affecting TURAS cannot be kept confidential.

Equality issues

Supervision sessions will be based on anti-discriminatory principles and sensitive to differences between backgrounds and experiences.

Disagreements

Areas of disagreement between the supervisor and supervisee will be recorded on the supervision records. If the staff member wishes to raise issues up at the next level of management they should use the grievance procedures.

Signed: Supervisor _____ Date _____

Supervisee _____ Date _____

Supervision Record

The tables below should be used to record briefly what was discussed and any decisions and actions taken.

Record of supervision meeting between _____ and _____

Date: _____ Date of last Supervision meeting _____

General
Agreed Agenda
Any overall comments

Workplan	Action		Notes
	By whom	When	
Actions from last supervision			

Work since last supervision and priorities for the coming month			
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Case Discussion	Action		Notes
	By whom	When	
List case names			

Professional Development	Action		Notes
	By whom	When	
Training and development needs			

Evaluation and discussion of any training undertaken			
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Supports Required	Action		Notes
	By whom	When	

Anything else	Action		Notes
	By whom	When	

Supervisor: _____

Supervisee: _____