# Staff Supervision in Adult Social Care



P6

v2.0

2011-01-17

WARNINGI PLEASE NOTE IF THE REVIEW DATE SHOWN BELOW HAS PASSED THIS DOCUMENT MAY NO LONGER BE CURRENT AND YOU SHOULD CHECK THE E-LIBRARY FOR THE MOST UP TO DATE VERSION

## THIS DOCUMENT APPLIES IN THE FOLLOWING DIRECTORATES/ UNIT(S)

Adult Social Care, excluding Cumbria Care

### **CONTENTS**

1.	POLICY STATEMENT	2
2.	PROCEDURE	3
	PRACTICE GUIDELINE	
ΑP	PENDIX 1 – Supervision Agreement	7
	PENDIX 1 – Supervision Agreement PENDIX 2 – Supervision Agenda	
ΑP		8

## 1. POLICY STATEMENT

Supervision will be undertaken with all staff to ensure that individuals, or groups of staff, are managed in order to achieve the Directorates key objectives.

Supervision is an ongoing process, complemented by annual appraisal and team meetings, which fulfils four main functions:

- Management accountability
- Development
- Support
- Communication.

## 2. PROCEDURE

- Supervision will take place at least once a month, but in certain circumstances
  this can be extended to periods of up to 2 months: for example, where the ratio of
  managers to staff is above 1 8. Group supervision may also be utilised in
  appropriate circumstances.
- **2.** Arrangements must allow for individual discussion between organised sessions to deal with urgent matters, performance, individual concerns, and personal matters where relevant and these should be recorded as appropriate.
- **3.** Each manager and individual member of staff, or group of staff will enter into a supervision agreement, using the model format (Appendix 1).
- **4.** A personal development portfolio will be maintained by each individual member of staff to include supervision and appraisal records and learning and development records. Registered Social Workers and Occupational Therapists will maintain a record of Continuing Professional Development to meet national requirements.
- **5.** For each supervision session the manager and member or members of staff will agree an agenda using the Supervision Agenda form (Appendix 2).

## For the appropriate staff groups discussion of Safeguarding Adults cases must be a standing item on the agenda.

- **6**. A written record will be made of each supervision session. The notes need not be typed, but should be legible. They will be agreed as a record of the discussion and signed by both parties with copies retained by the manager and supervisee (Appendix 4)
- 7. Supervision records will be confidential to the supervisee, his/her manager and other managers in appropriate circumstances. They may be referred to as required by senior managers and their advisors. Staff will be informed of such access to records.
- **8.** The quality of supervision will be assessed using the Supervision Feedback Form (Appendix 3). It is to be completed annually or where there is a change of line manager.

## 3. PRACTICE GUIDELINE

### 1. Management Accountability

Supervisors must ensure that:

- 1.1 The work of the supervisee complies with all current Directorate policies and procedures
- 1.2 The supervisee has completed all required documentation within specified timescales
- 1.3 The supervisee is clear abut his/her roles and responsibilities
- 1.4 The supervisee has a manageable workload
- 1.5 Where appropriate, the work of the supervisee meets the standards set out in either the GSCC Code of Practice for social workers or the standards of the relevant professional body (e.g. Occupational Therapy). Where the supervisor is not from the same professional background as the supervisee, this should be undertaken in consultation with the relevant professional lead.

### NB Workload should be managed by the Supervisor by:

- a. Discussion with the supervisee
- b. Working with the supervisee to prioritise work
- c. Checking in Supervision the tasks they have outstanding for the service user as shown on IAS via worktray/managers tray.
- d. Checking recording of their work with service users is up to date.
- e. Prioritising the team's work
- Reporting to the supervisor's manager if workload demand is outstripping staffing resources
- g. Where appropriate, quarterly workload measurement (minimum) balancing workload between team members

### 2. Development

Supervisors should:

- 2.1 Facilitate the supervisee to meet his/her training needs as identified in their appraisal
- 2.2 Promote the professional competence of the supervisee and support their access to appropriate training to meet the needs of continuing personal development
- 2.3 Ensure that the worker accesses professional consultation in areas outside the supervisor's knowledge or experience. This is particularly relevant in integrated operational teams where the supervisor is not from the same professional background as the supervisee.
- 2.4 Develop the supervisory relationship to ensure constructive feedback on both the supervisee's performance and the supervision process so that both parties can learn constructively.

## 3. Support

Supervisors should:

- 3.1 Ensure an appropriate environment in which supervisees can raise concerns about any issues affecting their work.
- 3.2 Facilitate discussion and provide guidance regarding decisions on specific

- 3.3 Facilitate critical reflective practice to promote professional development
- 3.4 Recognise good performance and help build on success
- 3.5 Acknowledge the supervisee's personal needs, including stress and any difficulties outside work which are impacting on the supervisee's ability to carry out his/her work, and assist by directing to sources of help and support.

#### 4. Communication

The supervisor should ensure that,

- 4.1 Information that has been disseminated via team meetings, briefings and written communication is understood and acted on by the supervisee where required
- 4.2 Feedback form the supervisee regarding issues to do with his/her work is channelled back through the appropriate lines for response

## 5. Organisation of Supervision Sessions

- 5.1 Supervisors must consider with the supervisee whether more frequent individual sessions are required, if the staff member is inexperienced, e.g. for the first 6 months of employment
- 5.2 It is recommended that supervision sessions are planned at least 6 months in advance with a duration of 1½ to 2 hours.
- 5.3 It is the supervisor's role to make arrangements for formal supervision sessions to be held in a place that enables discussion to be confidential and the sessions uninterrupted.
- 5.4 Both parties should ensure that agreed dates and times are adhered to unless alternative arrangements are agreed in exceptional circumstances.
- 5.5 In the case of a group supervision,
  - the supervisor should sign the notes as correct before they are copied for circulation
  - the supervisee should countersign the notes to show they are correct, or highlight any points which they do not agree with, and raise them with the supervisor
  - Any points of accuracy should be raised at the start of the next meeting as points that need to be changed. The changes will be recorded in the notes of the next meeting.

#### 6. Case Discussion

- 6.1 All high-risk cases should be discussed in supervision. High-risk cases are defined as:
  - i. Safeguarding Adults cases (these should be flagged on IAS)
  - ii. Cases defined on Assessment as high risk
  - iii. Cases which are tagged as High Complexity on IAS
- 6.2.1 Supervisors should identify one casefile to be audited in supervision using the latest file audit documentation. The casefile can be paper based or electronic audit.

- 6.3 Supervisors should undertake the following checks on all cases discussed in supervision:
  - i. An appropriate, timely and person centred assessment has been completed has been completed. That all equality and Diversity information has been collected and recorded. This should include a carer's assessment where appropriate.
  - ii. One should identify if the carer has been offered a separate assessment and/or referral to a Carers Association.
  - iii. There is evidence on service users IAS record that the support plan has been completed in line with SDS guidance and sent to the service user within 28 days of assessment
  - iv. The assessment and support plan are person-centred and promoting the maximum independence, choice and control of the individual service user, showing clearly identified outcomes.

### 7. Care Management and Recording

- 7.1 The supervisee has the responsibility for managing the cases they are allocated and keeping their allocations up to date on IAS. The Supervisee is responsible for keeping up to date with recording their work with service users in IAS.
- 7.2 The supervisor is responsible at each supervision session for monitoring that this task has been undertaken.
- 7.3 All Support plans on new cases should be approved by supervisor/ (or someone with supervisor responsibility where direct line manager unavailable).
- 7.4 All cases discussed should be recorded in the record of supervision. Where the discussion around a case is about reflective practice this should be recorded in the record of supervision. Where there are actions, outcome decisions for the service users from this discussion, then this should be recorded in a case note on IAS with the type of case note selected as "supervision discussion"

## **APPENDIX 1 – Supervision Agreement**

Supervision Agreement – This is a model format and should be used as a basis to write individual agreements.

Through regular formal supervision meetings the following outcomes will be achieved Management accountability, Development, Support, Communication

**NAME** Supervisee

**NAME** Supervisor

## 1. Arrangements for supervision sessions

(refer to) frequency, length

Venue

Agreement on changes and interruption

Access at other times

Any other agreements arising from discussion of particular individual needs

### 2. Agenda

(Refer to) both to prepare in advance Set jointly at start of session using the agenda checklist

#### 3. Content

(Refer to) day to day work – main responsibilities, action Support – clarification, guidance, feedback Development – training needs Management issues – arrangements re appraisal, Sickness/holidays/conditions, etc

#### 4. Records

- Who will take notes
- Who will have a copy

#### 5. Confidentiality

All issues discussed and recorded in supervision will not be shared with other people unless agreed by all parties, except where there is a risk to a person's safety, or a breach of County Council or Adult and Local Services policy or legal requirements.

#### 6. **Disputes**

It is the responsibility of both the supervisor and supervisee to raise these issues at an early stage as they arise and make a mutual attempt to identify where and why communication is breaking down. This may also be discussed with the supervisor's own line manager who should advise and mediate as appropriate with the staff concerned.

## 7. Review

This agreement will be routinely reviewed on an annual basis. Either X or Y can raise it for review earlier should the need arise.

Signed: X	Date:
Χ	

## **APPENDIX 2 – Supervision Agenda**

## **SUPERVISION AGENDA**

Name:	Date of supervision:
Signature of Supervisor:	Signature of Employee:

REF	SUBJECT	TICK	REF	SUBJECT	TICK
A1	Minutes of Previous Meeting /		F	Personnel Issues	
	Matters Arising				
2	Supervision Agreement		1	Staffing levels	
			2	Performance	
В	Learning and Development		3	Annual Leave	
1	CPD requirements		4	Flexi	
2	NVQ		6	Time keeping	
3	Learning Events		7	Positive attendance	
4	Appraisal and 6 month review		8	Recruitment	
5	Supervision		9	Other	
6	Professional progression		10	Audit Report	
7	Post Learning Event Form/Evaluation		11	Supplies and Services	
			12	Accommodation & Environment	
С	Health and Safety				
1	Service Users		G	Duties and responsibilities	
2	Lone Working		1	Prioritising tasks	
3	Environmental		2	Workload Management	
4	Accommodation		3	Individual case management,	
				Safeguarding Adults Cases	
5	Occupational Health		4	Liaison with other agencies	
6	New directives				
7	Review of risk assessments		Н	General	
D	Quality Assurance		1	Budgets/ Commissioning	
1	Policies and Procedures			Date of next meeting	
2	Audit update				
3	Compliments and Complaints				
4	New developments			Any other business	
5	Key competencies				
6	Evidence Based practice and outcomes				
Е	Communication				
1	Team Meeting				
2	Team Brief				
3	Essential communication update (e.g. In the Know)				
4	Service Plan			]	
5	Team planning				

## **APPENDIX 3 – Supervisee Feedback Form**

## SUPERVISEE FEEDBACK FORM

Date:

Supervision	Usually	Sometimes	Never
Is regular and uninterrupted			
Meets the Practice Guidelines			
Clarifies my roles and responsibilities			
Encourages me to plan and evaluate learning and development			
5. Helps me give a better service in my work			
6. Ensures that agency standards are upheld			
7. Includes a review of my work			
Enables me to manage my time and workload better			
Makes me aware of new areas of professional knowledge			
Helps me to reflect on my strengths and weaknesses			
Supports me in my work and assists me in managing stress			
12. Involves me in consultation about agency development, and is a medium through which my ideas and concerns can be voiced higher up			
13. Is recorded in my Personal Development Portfolio			
14. Works effectively for me			
The three areas in which I would most like supervision to improve are:			
The things I could contribute to achieving those are:			

(Based on Morrison, T. (1993))

## **APPENDIX 4 – Record of Supervision**

## RECORD OF SUPERVISION (Use continuation sheet as necessary)

Supervisee: Super		Supervisor:	Date:	
Ref	Action		By whom	By when
IVEI	ACTION			by Wileii
Next Meeting	Venue		Date	Time
Αç	greed as a true record by:	(Supervisee) on	(Date) and	
			(Date)	

Record	of supervision (continuat	ion sheet)		
Ref	Action		By whom	By when
Aar	eed as a true record by:		l	
		_ (Supervisee) on	(Date) and	
		(Supervisor) on	(Date)	
		(Jupervisor) on	(Date)	

EQUALITY IMPACT ASSESSMENT			
	EIAs for Adult Social Care can be accessed via the Equality Toolkit on the E - Library Home Page		
	☐ Commissioning Strategy for Older Adults		
	☐ Community Meals		
	☐ Prevention		
Which EIA(s) covers this procedure?	Residential Care / Respite Care / Day Care and Cumbria Care		
(You will need to double click on the box	☐ Self Directed Support		
and select Checked under Default Value)	☐ Short Term Interventions		
	☐ Transforming Community Equipment		
	☐ Other – please specify: <b>Under Development</b>		
	Please contact your relevant Equality Officer if there is no existing relevant EIA or for guidance.		
Are any of the existing issues	N/A		
identified in the EIA(s) relevant to this 3P?	If yes, please list the action number(s)		
Are there any new equalities	N/A		
issues raised by this 3P?	If <b>Yes</b> please notify your relevant Equality Officer so this can feed into the next EIA review.		
	CONSULTATION		
The following people or g	roups have been consulted about this Procedure		
Quality Assurance Group			
RELATED DOCUMENTS			
OTHER RELATED 3Ps (include document number)			
OTHER NON-3P DOCUMENTS	S		
(Cumbria CC and external)			
LEGISLATION OR OTHER STATUTORY REGULATIONS			

APPENDICES ATTACHED (these will be read-only in the E library)	APPENDIX 1 Supervision Agreement – This is a model format and should be used as a basis to write individual agreements.  APPENDIX 2 SUPERVISION AGENDA  APPENDIX 3 SUPERVISEE FEEDBACK FORM  APPENDIX 4 RECORD OF SUPERVISION (Use continuation sheet as necessary)
DOCUMENTS SUPERSEDED BY THIS PROCEDURE	10001 Staff Supervision in Adult Social Care 20003 Staff Supervision in Adult Social Care 30008 Staff Supervision in Adult Social Care

APPROVAL AND REVIEW		
Original Author:	Christine Chenery	
Last Approved By: (Assistant Director)	Judith Whittam 2011-01-17	
Date Originally Published:	2005-04-18	
Date of Next Review:	2012-01-17	

	DOCUMENT CHANGE HISTORY				
Version No	Date	Issued by	Reason for change		
v1.0	2005-04-18	Christine Chenery	N/A – first 3P		
v1.1	2006-06-09	Andrew Clark	Reformatted into revised 3P template and to reflect new Directorates. Content unaltered.		
v1.2	2008-05-30	Donna St Claire	Updated following review and made specific to Adult Social Care (except Cumbria Care). Reformatted into current 3P template.		
v1.3	2010-07-22	Donna St Claire	Updated following review and reformatted into current 3P template.		
v1.4	2010-10-08	Peter Earnshaw	Mild revision of formatting.		
v2.0	2011-01-17	Andrew Clark	Converted to new format and numbering system – was 3Ps 10001 + 20003 + 30008.  Content reviewed by Donna St Claire and no changes made.  Re-approved by Assistant Director Disabilities and Mental Health.		