



JSENSE SUPERVISION, APPRAISAL & REVIEW POLICY

Last Reviewed: SEPTEMBER 2023

Next Inspection: SEPTEMBER 2024
Next Review: SEPTEMBER 2025

1. Aims of Supervision.

Supervision is a process by which an individual can reflect on what they are doing, with the help of another person, in order to improve their performance. Supervision is essentially a two way process which aims to:

- Promote the autonomy and development of the individual member of staff within the framework of the action plan for the charity and their work.
- Establish work priorities, action plans, work programmes and ensure employees' practice is compatible with the job description.
- Help employees evaluate outcomes and their performance, assess their needs and training requirements and receive feedback on practice.
- Help employees to learn by reflecting on their experiences.
- Provide/ demonstrate professional support and concern in a positive way and provide personal and professional support and assistance with problem solving, e.g. resource procurement, administrative procedures and relationships with children, young people, staff and Management Committee members.
- Ensure the delivery of the charity's policies, practice and needs relating to work with service users are fulfilled by agreeing, reviewing and revising individual member of staff's work programme.

Supervision operates within a number of boundaries:

- It is a line management responsibility to enable employees to carry out the charity's purpose and activities.
- It is a line management responsibility to enable employees to carry out their job descriptions.
- Line management processes are subject to the charity's grievance and disciplinary procedures.

2. Management Supervision.

Managerial supervision is the responsibility of line management and a matter for the employee and the person to whom they are responsible. The line manager is responsible for directing the work of their staff, in order to improve their performance and to help them to contribute to the achievement of the charity's mission and vision.

3. Process/ Structure for Management Supervision.

All staff employed by JSENSE have the right to regular managerial supervision. Supervision will be held once every calendar month, however formal supervision is available on an ad hoc basis.. Managers and part time staff may agree, through negotiation, to have team supervision, provided individual's rights are not weakened by the arrangements.

The venue and time of supervision should be negotiated and agreed so that it is free from interruption and is as comfortable, convenient and accessible as possible.

3.1 The agenda and format should be mutually agreed. Suggested items include:

- Setting aims and objectives for practice.
- Establishment of work priorities and activities to be undertaken.
- Evaluation of previous objectives.
- Problem solving.
- Personal and professional development.

3.2 Each supervision session should last approximately 1 hour. It should not be less than ½ an hour. It is the responsibility of both the manager and the employee to prepare for supervision sessions.

3.3 There should be agreement on what should be recorded in the supervision notes with a record of agreement kept on action and decisions. Both parties should sign the notes, with copies to both. The line manager should send a copy to their line manager.

APPRAISAL

1. Aim of Appraisal

Appraisals are an effective way to motivate employees by praising their achievements, by making them feel part of a bigger picture and by addressing problems which stop them performing to their best ability. The aims of appraisals, therefore, are:

- To make sure employees know what their objectives are and how they will achieve them.
- To give employees an understanding of how their work fits into the objectives of their team and the organisation as a whole.
- To praise achievements, discuss weaknesses and identify solutions.
- To give employees a chance to talk about issues and ask for help.
- To improve communication between managers and employees.
- To encourage employees to take responsibility for their personal and professional development.

2. Appraisal Scheme.

JSENSE's most valuable assets are its employees. The performance of every member of staff contributes to the overall success of the organisation, so each individual must be encouraged to work to the highest standards.

3. The Process.

All JSENSE employees, consultants, permanent or temporary, qualified or unqualified, part-time or full time, will receive an Annual Appraisal

Annual Appraisal is a structured, confidential discussion between a line manager carrying out the review and the employee whose performance and development are being reviewed. Appraisals involve:

- Preparation for the meeting – by both the line manager and the employee. The employee should be given a copy of the appraisal form in advance of the meeting and briefed to ensure that they understand the purpose of appraisal and the areas to be discussed.
- During the meeting - the employee will discuss their performance over the last year and set objectives to achieve for the coming year. These objectives should link with the organisation action plan.
- Appraisal meetings should involve two way discussion and an opportunity for the employee to inform their line manager if they are being provided with enough support/

training to do the job and to develop new skills and areas of knowledge as appropriate. For new starters, the meeting will start with informal discussion about the nature of the job and the employee's likely areas of strength and weakness. Objectives should have professional relevance and be of demonstrable benefit to the individual and the organisation.

- Ending the meeting – sections 1,3,4 and 5 of the appraisal form should be completed, any queries/ questions answered. The form signed by both parties at section 2 and a copy of the completed form given to the employee.

The appraisal meeting will only benefit the employee and the organisation if it is followed by **regular supervision meetings** and a **six monthly Review Meeting**. These processes will help the employee to stay focused on their objectives and give them the opportunity to check that their work plan is still in line with the team's/ organisation's priorities. These meetings can also be used to monitor progress, address problems and emerging development needs, give support and praise, etc. A date should be scheduled for a Review Meeting at the end of the annual appraisal meeting. During this meeting, both parties should:

- Identify achievements and constraints
- Agree any modifications
- Agree date for annual appraisal to reflect on the previous year and to plan for the new cycle.

4. Disagreements

If there is any disagreement about the content of the appraisal form, the way it has been conducted, or either party feels they have been unfairly treated and the issue cannot be resolved in the meeting, notes should be made in section 2 and the issues should be referred to the Supervision Manger in order to find a solution. If a solution cannot be resolved at this level, it should be referred to the Trustees.

5. Benefits of Appraisal and Review

The success of the Appraisal and Review Scheme is wholly dependent upon the individuals involved. JSENSE accepts that the scheme requires an investment of productive time. However, the return for employees in the form of structured and purposeful development and for the organisation as a whole in the form of a better trained, developed and motivated workforce, is worthwhile.

6. Exit Procedures

6.1 Aim of Exit Procedures.

Where it is known that a member of staff is retiring or taking up another post, that member of staff should meet with their line manager at least once for an exit interview, for the following purposes:

- To assist the line manager to undertake appropriate job analysis and prepare to appoint a successor if there is to be one.
- To allow them to reflect on their work and learning in the post and suggest changes which may be made during the post review, prior to a new appointment.
- To allow time to discuss outstanding issues.
- To reflect on personal learning and the transference of learning and skills into a new work environment.

- To receive feedback on the contribution they have made to the charity.

For the charity, exit interviews allow the opportunity to:

- Ask the basic question 'why are you leaving'?
- Collate information which can be used as a starting point of the recruitment and selection process and will assist any review of the post
- To ensure that all the relevant information has been passed on by the postholder before leaving the post.

6.2 The Process.

The detail of the Exit Interview can be determined by the line manager taking into consideration the nature and level of the post within the charity. However, the following process should be considered:

1. Exit interviews will be arranged by the appropriate line manager in consultation with the employee.
2. The interview should have an agenda mutually agreed prior to the meeting.
3. The line manager will have responsibility for ensuring a mutually agreed report is prepared and passed on to the Project Manager.
4. The Project Manager will be responsible for monitoring the reports and ensuring they contribute to any review of the post and compilation of its Job Description.

APPROVED BY THE TRUSTEES

DATE:

SIGNED: