



## Document Control

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## Version Control

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1.0	Human Resources Manager	Review	SMT



**1.0 POLICY:**

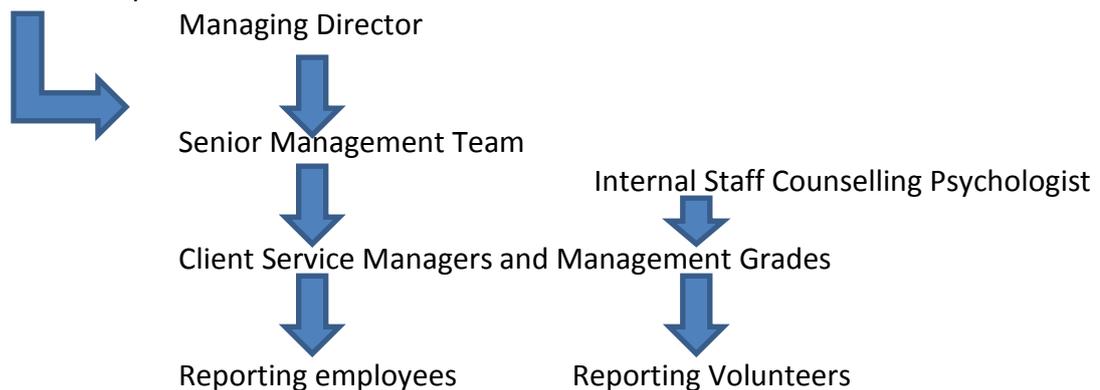
Sunbeam House Services (SHS) believes that regular supervision is essential in realising its commitment to deliver the best possible, high quality services. Supervision ensures that employees and their reporting managers have the opportunity to discuss any pertinent and challenging issues which they encounter. It also provides a forum in which to discuss employees personal development in relation to how effectively they carry out their job. Additionally it helps to ensure a shared value system is being promoted and applied.

It is part of the duty of care of SHS to provide staff with access to support and supervision in the workplace.

**2.0 SCOPE:**

This policy is applicable to everyone in the workplace employees and volunteers. The HIQA Standard 7.3.4 requires that employees and volunteers are provided with access to support and advice. Employees receive supervision and support by appropriately qualified and experienced staff as follows;

**External Supervision**



**3.0 DEFINITION OF SUPERVISION:**

*Supervision has been defined as a process where one worker is given responsibility to work with another in order to meet certain organisational, professional and personal objectives. These objectives include competent accountable performance, continuous professional development and personal support. (Tony Morrison, 2003)*

Supervision is not vague, a chat, a chance to settle a score/personal/ an opportunity to exert power over others, confrontational or aggressive. (Wolfe Group Training, 2013).

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#### 4.0 **FUNCTION & PURPOSE OF SUPERVISION:**

##### 4.1 **In this context of supervision in the workplace, the function of supervision is three fold:**

1. **Executive Function:** The supervisor has a role in ensuring that policies and procedures are followed and the supervisee is held responsible and accountable for their work.
2. **Educational Function:** The supervisor can identify learning needs and the supervisee can reflect on performance and request training.
3. **Support Function:** The supervisor ensures staff feel valued and supported and recognises achievements and good practice. The supervisee recognises this support.

This three fold support and supervision can occur in the following context:

1. Primarily, in contracted, structured one on one supervision meetings held on a regular basis (at least quarterly) with clear guidelines and roles for both supervisee and supervisor.
2. Secondly, through informal support and supervision, provided by reporting managers to staff as part of daily interactions in the workplace.

##### 4.2 **The purpose of supervision is to:**

- Evaluate the supervisees performance, ensuring accountability of supervisee to the organisation;
- Provide a structured opportunity to discuss how the supervisee feels they are progressing in their work and to receive positive and constructive feedback from the supervisor in relation to this;
- Clarify priorities and set targets for the work;
- Recognise and examine solutions to existing or potential problems;
- Identify training needs;
- Help the supervisee manage the workload;
- Facilitate communication and mutual understanding.

#### 5.0 **ROLES & RESPONSIBILITIES:**

##### 5.1 **Responsibilities for the supervisor in a one on one supervision setting**

1. It is the responsibility of the supervisor to provide a safe place where the supervisee can reflect on their own practice. Their feelings and their motivations and how the supervisees own history, needs, and inclinations interfere with or influence what goes on in the client/staff relationship.
2. The supervisor invites the supervisee to examine his/her own prejudices and his/her practices. This encourages self-awareness and keen consciousness of personal process.
3. Be prepared, make a good contract at the initial meeting and keep records up to date. Review notes and expectations outlined, stick to the agenda and encourage reflection.
4. Keep the agreed confidentiality agreement and at all times be professional.

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**5.2 Responsibilities of the supervisee in a one on one supervision setting**

1. Engage in the process of agenda setting and throughout the supervision session.
2. Prioritise items if needed.
3. Come to each session prepared, having reflected on the previous session notes, ready to discuss actions agreed and any issues to be discussed, be they to do with the executive, educational or support function of supervision.
4. Take professional feedback with grace.

If a staff member requests a supervision session outside of the planned and agreed times, this request must be given serious consideration and every attempt should be made by the supervisor to meet this need.

**6.0 THE SUPERVISORY CONTRACT**

A supervisory contract should be in place with each supervisee.

**6.1 The Supervisory contract should include the following;**

- **Practicalities**, e.g. time, date, place, regularity.
- **Working alliance**....hopes, fears and expectations of supervision, responsibilities of each role.
- **Boundaries**. The basic boundary in this area to start and end with work related issues. While emotional issues can and will emerge it is important that the supervisor stay within their role and know when to refer the supervisee to other organisation supports, for example, Senior Services Management, Employee Assistance Programme, Internal Staff psychologist, support contact person, HR personnel and other relevant support available.
- **A sound explanation of the confidentiality clause of supervision in the workplace.**

**6.2 Sunbeam House Services supports the following musts in providing supervision**

- A contract and clear ground rules
- A commitment to meet at least quarterly
- A place to meet where there is no distraction
- Management commitment to provide time for the supervision process
- Opportunities for supervisors to be supervised
- Identified qualities and criteria to be fulfilled by supervisors
- Provision of training for supervisors and funding for this training.

**7.0 CONFIDENTIALITY:**

Within the context of boundaries the issue of confidentiality needs to be made clear in the contracting stage of the supervisory contract.

- All supervisees need to know that from time to time their supervisor may need to bring an issue up at their own supervision that involves something the supervisee said.

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This is a regular feature of the supervisory practice. However, individual supervisees should never be identified in this context.

**Confidentiality cannot be maintained when a supervisee discloses;**

- An unsafe and negligent practice.
- A serious breach of ethical or company policy practices.
- Suicidal ideations; self-harming.
- Harming a client or staff member or states an intention to do so.

Guidance will be given by the supervisor to enable the supervisee to address the situation and to take the necessary steps of disclosure with the appropriate personnel.

If the supervisee is unable or unwilling to deal with the situation him/herself; the supervisor then has an obligation under duty of care to inform the appropriate Senior Services Manager or Managing Director, Institute, and/or Professional Registration Board. The supervisor should inform the supervisee that they are going to report the matter.

Policies concerning the safeguarding of clients and staff must be followed in all cases.

The '*supervisee*' will also maintain confidentiality in relation to supervision meetings and only discuss with others what has been agreed between the supervisee and the supervisor.

No discussion will take place outside the supervisory relationship on matters that have arisen within supervision meetings. This expectation is expected to be honoured by both parties.

**7.2 Guidelines to Breaching Confidentiality**

If the supervisor believes that information passed on in the supervisory session needs to be reported on these questions will help clarify that decision:

- Why am I considering breaking confidentiality?
- How serious is the situation?
- What immediate risks are there to the person/staff/service user?
- What significant harm could be caused if I did NOT break confidentiality?

(The Wolfe Group, 2013)

If a supervisor decides to break confidentiality it is best practice that the supervisor;

- Informs the supervisee the reason why this decision has been taken.
- Informs the supervisee the relevant people must be informed.
- Informs the supervisee what information will be shared or reported.
- Informs the supervisee what is likely to happen.

**8.0 FREQUENCY AND DURATION OF SUPERVISION SESSIONS**

The frequency of supervision sessions will depend on whether the supervisee is new to the company or has been with the company long term.

- During an initial induction period (first two / three weeks) there may be frequent informal check-ins and meetings with supervisee;
- During the probationary period supervision meetings may start out weekly, move to two weekly and then onto monthly depending on how the supervisee is progressing;

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- For longer term employees supervision meetings may only take place once every calendar month/6 weeks but at a minimum at least quarterly, depending on the circumstances.

## **9.0 SUPERVISION RECORDS:**

The recording of supervision sessions is the responsibility of the supervisor. The supervisor in accordance with HIQA standard 7.3.6 must keep a written record of each session of supervision, and a copy is given to the supervisee. The record is signed and dated by the supervisor and supervisee at the end of each supervision session and is available for inspection.

The detail included in the supervision record is a matter of judgment for the supervisor. Under normal circumstances it will not be necessary to keep anything more than brief notes of the sessions. In general the record should be detailed enough so that the issue can be revisited if necessary at a later date and still be understood. However supervision sessions will on occasions deal with difficult issues and in these circumstances it is important that more detailed notes are made of the discussion.

Each session must be recorded using legible notes.

### **9.1 Company Template for recording supervision meetings**

There is a [company supervision template](#) for recording supervision sessions. Please refer to the HR forms folder, on the SHS shared drive to access this SHS supervision recording template.

### **9.2 Where are supervision records to be kept?**

In accordance with HIQA standard 7.3.6, supervision records are;

- To be recorded in a timely manner and in such a way that the content and decisions can be readily understood and audited.
- Written notes of the supervision meeting should be recorded at the end of the session using SHS supervision template form.
- This completed supervision template form must be signed and dated by both parties as the agreed record at the end of each session.
- Personal information will only be recorded where it is causing concern in relation to the supervisees work performance.
- The hard copy of the completed and signed supervision template form is then to be scanned by the supervisor.
- The supervisee must save the scanned supervision form into their secure locations supervision files on the shared drive on their computer as the supervisee's initials and date of supervision.
- The supervisor emails to the supervisee's SHS work email address for their own records the completed record.
  - The original hard copy of the completed and signed supervision template form can be shredded once records has been scanned and saved to supervision folder.

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### **9.3 Managing supervision folders on shared drive**

It is the responsibility of the supervisor to;

- Create a supervisee named folder for each individual receiving supervision; (i.e. Joe Bloggs. If there is a clashing of supervisee name, the Supervisor should use ID number as an identified or middle name)
- Ensure the folder list of supervisees are maintained and kept up to date
- Archive supervision records into archive folder of those supervisees no longer in use.

Access to supervision sessions: should the post holder providing supervision to supervisees leave the post then the next person appointed to the post will be given access to 6 months of supervision records.

### **9.4 Who has ownership of the records?**

Ultimately the supervision template records are an organisational document and are deemed to be the property of the organisation. The document maybe seen by others without the consent of the parties involved for example;

- Discovery orders, as in the case of a legal situation arising.
- Audit and inspection purposes.
- Where there are grievance and disciplinary proceedings.
- Where serious continuous breaches of company policy have occurred.

In all other instances records are afforded the same confidentiality.

## **10.0 TRAINING IN SUPERVISION DELIVERY**

In compliance with HIQA standard 7.3.10 all supervisors providing supervision will be trained in the delivery of staff supervision theory and practice in the caring context.

A handbook of 'Best Practice in Supervision' will be made available to those supervisees engaging in supervision

## **11.0 HOW DIFFICULTIES WILL BE DEALT WITH IN RELATION TO SUPERVISORY RELATIONSHIP**

### **11.1 Issues relating to grievance / disciplinary:**

In the event of difficulties arising between the supervisor and supervisee in relation to industrial relations, terms and conditions or grievance and disciplinary issues the Senior Services Manager will need to be informed. This can either be through the Supervisor or by both parties as agreed at the supervision meeting.

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In dealing with the issues arising the Senior Services Manager will need to implement the company's grievance or disciplinary procedures as appropriate and inform the HR Department.

**11.2 Issues relating to inter-personal problems:**

In the event of difficulties arising between both parties that may relate to inter-personal issues, one or both parties could request help or mediation from a neutral third party. (If this is required the Senior Services Manager and HR Department should be informed as it may have resource implications).

Both parties must agree who the neutral person should be. Possible third party mediation could come from the HR Department, or from an external person outside of the company.

Should the issues not be resolvable through mediation the HR Department may have to make decisions as to what happens to resolve the difficulties.