

# **Supervision, Support & Appraisal Policy & Procedure**

## **Compass Disability Services**

Units 11 – 12 Belvedere Trading Estate  
Taunton, TA1 1BH

October 2013

Date for Review: September 2016

### **Introduction**

Compass Disability Services is committed to the personal development of all team members. Review of, and feedback on, performance is essential to enable all individuals involved in the organisation e.g. trustees, staff and volunteers to fulfil their potential. Compass Disability Services adopts a staff supervision process, support sessions for volunteers and an appraisal system for all staff, volunteers and Trustees that is robust yet flexible enough to meet individual needs and to inform the organisations strategic plan.

### **Purpose**

The Compass Disability Services supervision, support & appraisal process will –

- Be a person centred process.
- Be used as an empowering tool that contributes to positive working conditions in which the work of trustees, staff and volunteers is valued.
- Be framed within a learning and supportive environment.
- Offer opportunities for discussion of day to day work issues.
- Be seen in the context of personal development and strategic planning. Setting goals, targets and objectives for the employee, the volunteer, the trustee and the organisation.
- Actively encourage trustees, staff and volunteers to use this time to raise any concerns they have about their own performance or any other organisational issues.
- Provide staff and volunteers with an opportunity to provide feedback to their line manager on his/her performance.
- Have a positive impact on the people who use our services.
- Be considered as highly important and will be portrayed as such to all trustees, staff and volunteers, giving them a clear understanding of the process, its benefits and its implications.

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## Timings

The type and frequency of supervision or support will depend on a number of factors:

- An individual's experience.
- Length of time in the role.
- Complexity or nature of the work.
- Location of role, e.g. office based or working from home.
- The individual's needs.
- The commissioners requirements.

Supervision and support will take place through individual personal development, team supervision and shadowing as follows:

- All new office based staff or existing staff moving into a new role within the organisation will be expected to undertake quarterly supervision as a minimum within the first year of starting. After the first year employees are able to move to a minimum of two supervisions (one of which will be an Appraisal) alongside group supervision where appropriate or more frequently if requested by the employee or line manager within what's reasonably appropriate.
- All home workers will undertake bi-monthly supervision which will include personal development, and being shadowed for a minimum of two service user visits per year in order to share appropriate working practices and set best practice.
- All volunteers will undertake support sessions; frequency will be determined by their role and responsibilities and will be agreed as part of the induction process.
- Team supervision will take place through department meetings and will provide a supportive setting for sharing feedback, problem solving and peer group learning. Frequency of meetings will vary between departments, e.g. the Independent Living Team meet six weekly, the Compass Carers team meet quarterly and the finance team meet bi-annually. Each department's team meeting agenda will cover training needs, department absences, personal development, complaints, positive feedback and good practice. Discussion and relevant actions points will be recorded in the minutes and reviewed at the subsequent meeting to review progress.
- In line with the service specification, e.g. where a commissioner requires staff or volunteers delivering the contract to undertake supervision or support over and above the timings outlined above this

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will be discussed with commissioners and agreed prior to contract delivery.

## **Appraisals**

All employee, volunteer and Trustee appraisals will be diarised annually and individuals informed of time and venue. The first supervision or support session following the appraisal should be held within an appropriate timeframe. This gives the opportunity to review the progress towards any agreed improvements set in the appraisal and to set new goals as and when necessary in line with the needs of the individual and the organisation.

Trustee appraisals will take place annually, with no quarterly supervision.

Employees, volunteers and Trustees will be issued with a self appraisal form two weeks prior to the appraisal.

Employees and volunteers will receive a completed and signed copy of their appraisal/supervision form within 5 working days of its completion.

At the end of the appraisal each employee or volunteer will be issued with an Appraisal Assessment Questionnaire, which they are asked to complete and return to their Line Manager's in tray within 7 days, this can be done anonymously if preferred.

Please note that Line Managers operate an open door policy and are available to offer advice and guidance outside the formal supervision or support sessions. The Line Manager or an employee or volunteer are also able to request supervision or a support session to be brought forward at any time.

## **Documentation**

The following documents will be available at the appraisal to staff:

- Employee Self Appraisal Form
- Job Description
- Previous completed Employee Appraisal Questionnaire and Supervision Record
- Blank Employee Appraisal Questionnaire for completion
- Appraisal Assessment Questionnaire.

The following documentation will be available to volunteers:

- Volunteer Self Appraisal Form
- Volunteer Role Description
- Blank Volunteer Appraisal Questionnaire
- Appraisal Assessment Questionnaire.

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The following documentation will be available to trustees:

- Trustee Self Appraisal Form
- Trustees Roles and Responsibilities
- Blank Trustee Appraisal Questionnaire
- Appraisal Assessment Questionnaire.

## **Records**

A mutually agreed copy of the supervision, support or appraisal record will be made and signed by both parties. A copy will be kept on the individual's file and a copy given to the individual if requested. This record is confidential to the parties involved and to senior managers. The Employee or Volunteer Self Appraisal Form will not form part of the individual's record without their consent.

## **Responsibility**

All staff will be appraised by their Line Manager, the Line Manager will be responsible for arranging each appraisal/supervision session and ensuring that they are carried out within the specified timeframe, in a confidential and comfortable environment for both parties. It is the employee's responsibility to prepare for the appraisal/supervision session, following the guidelines on the Self Appraisal form.

Volunteers will be appraised by the project coordinator responsible for their work or the Volunteer Coordinator, in a confidential and comfortable environment for both parties. It is the volunteer's responsibility to prepare for the appraisal session, following the guidelines on the Self Appraisal form.

The Chair of the Trustees will be appraised by questionnaires being completed by all other members of the board and senior management staff, the responses analysed by the Vice Chair and fed back to the Chair.

Other Trustees will be appraised by the Chair, in a confidential and comfortable environment for both parties. It is the trustee's responsibility to prepare for the appraisal/supervision session, following the guidelines on the Trustee Self Appraisal form.

## **Policy Revision**

This policy will be reviewed every three years and amended as necessary, or earlier in accordance with any forthcoming legislation. All employees and volunteers should pass suggestions or recommendations for the revision of any aspect of this policy through normal channels to the Chief Executive Officer.

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## **Further Reading**

Induction Policy

New Volunteer Induction Procedure

Training & Development Policy

Equal Opportunities Policy

Volunteer Policy

Supervision & Appraisal Calendar

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