

Adopted: 25th April 2017

STAFF SUPPORT, SUPERVISION AND REVIEW POLICY & PROCEDURES

PURPOSE

The purpose of this document is to set out the organisation's commitment to staff support and supervision.

STATEMENT & FUNCTIONS

Age UK Cambridgeshire & Peterborough (AUKCAP) is committed to providing appropriate staff support and supervision. Appropriate support and supervision will ensure that staff are able to deliver a high quality service in a way which is rewarding and satisfactory to the individual and effective for the organisation.

A structured and regular pattern of support, supervision and review will be put in place for all staff of AUKCAP.

FUNCTION OF SUPPORT AND SUPERVISION

The functions of support and supervision of staff within AUKCAP will be:

- ◆ **Educative** - developing the skills, understanding and abilities of staff. This will be achieved through reflection on and exploration of the employee's work. The process will enable the employee to:
 - Understand their task, role and the boundaries of the job*
 - Take part in an analysis of training needs.*
 - Understand and develop their relationships with other workers.*
- ◆ **Supportive** - ensuring that the employee has everything they need to do the job. The supportive function will include:
 - Checking that the employee has the skills/time/resources to do their job.*
 - Allowing the employee the opportunity to discuss any matters of concern.*
- ◆ **Managerial** - ensuring the employee is doing the job the organisation needs them to do. This will be the monitoring or quality control function. This element of supervision will cover the setting of standards and the appropriateness of work. How well employees are meeting standards and their evaluation. The managerial function will include:
 - Checking and evaluating performance.*

Planning, discussing and progress checking specific pieces of work
Clarifying priorities

It is accepted that there are examples which will include an element of managerial and an element of supportive supervision, such as:

Practical matters e.g. holidays
Discussion of broader context issues
Discussing and agreeing change
Giving feedback
Personal development

MONITORING

The operation of this policy will be reviewed by the Trustees every two years.

STAFF SUPPORT, SUPERVISION AND REVIEW PROCEDURES

MANAGEMENT STRUCTURE

It will be the responsibility of the Board of Trustees to ensure that the organisational structure of AUKCAP enables appropriate staff supervision and support to be provided. Therefore the Board of Trustees will review the organisational structure on a regular basis.

HOW WILL SUPPORT, SUPERVISION AND REVIEW BE PROVIDED?

Support, supervision and review will be provided by the following means, and all staff will have:

- Direct access to their Line Manager as and when required.
- Regular meetings with their Line Manager.
- Supervision/review meetings on a quarterly basis.
- An Annual Review Meeting with their Line Manager.

In addition all staff are expected to attend team meetings and staff meetings which are held on a regular basis.

HOW WILL THESE ELEMENTS OF SUPPORT WORK IN PRACTICE?

An Open Door

It will be the practice of all Line Managers within AUKCAP to be available as and when required to allow the employee and the Line Manager to discuss or seek guidance on important and urgent matters. However it is not intended that such discussions will replace regular meetings or absolve the employee of taking actions/decisions within the scope of their job.

In any case it is expected that a Line Manager and member of staff will at least speak on the telephone on a weekly basis.

Regular Meetings

Line Managers will arrange to meet with each team member on a regular basis. Such meetings should normally be no more than six weeks apart.

Meetings will be held alternately at the employee's base and the Manager's base and will as far as is practicable be free from interruption.

Purpose of regular meetings

The purpose of regular meetings is to allow the employee to seek guidance and support on their day to day work. The meetings also allow the employee to share with the Line Manager any concerns or worries and gives the Line Manager the opportunity to check that the day to day work continues to be in line with the objectives set.

Notes

It is expected that both Line Manager and supervisee keep their own notes of the meeting in order that tasks/actions allocated are carried out appropriately.

Where a written record is required the notes will be taken by the Line Manager and a copy sent to the employee.

Confidentiality

Generally the nature of the discussions between the two parties will not be of a confidential nature. Where the employee wishes a matter to remain a confidence between the two parties, the Line Manager will endeavour to accede to this request. However all employees should be aware that Line Managers must have the right to share worries or concerns with their own manager and that the next line manager may review supervision notes.

Regular Supervision Meetings

The Line Manager and supervisee will meet on a quarterly basis and this meeting will take the place of the monthly meeting described above. At this meeting both Line Manager and supervisee will review the objectives set at the Annual Review Meeting (see below) and will monitor progress towards meeting those objectives. The meeting will allow the supervisee the opportunity to raise any matters of concern or to highlight any particular difficulties and will give the Line Manager the opportunity to provide appropriate support, guidance and management.

The Line Manager will make a record of the meeting, a copy of which will be sent to the supervisee.

ANNUAL REVIEW MEETING

Every employee of AUKCAP shall attend an Annual Review Meeting with their Line Manager.

Purpose of Annual Review Meeting

The purpose of an Annual Review Meeting will be to give each employee the opportunity to discuss, with their Line Manager, their job performance during the period under review and plans for the future. The Annual Review will also enable the employee to discuss their aspirations for the future and will highlight the need for further training and development. The discussion should aim at a clearer understanding of:

- The main scope and purpose of the job and how this fits with the work of the organisation.
- Agreement of objectives and tasks.
- Standards or targets for measuring performance.
- Training and future prospects.

The review of the employee's work and performance will be by comparison of achievements to agreed objectives. See Appendix 1 Annual Review Record.

Prior to the Annual Review Meeting each employee will be invited to complete a Self Review questionnaire as shown at Appendix 2. The Self Review may be retained by the employee for their own use, or may be shared in advance with the Line Manager.

Confidentiality

The comments above shall apply to the Annual Review Meeting.

Monitoring

All Annual Review Records will be shared with the Line Manager's Manager. In the case of Service Managers the senior Manager will be a Trustee and in the case of the Chief Executive the record will be monitored by two Trustees.

REWARD REVIEW

The Annual Review Meeting will not specifically include discussion of annual incremental increases in salary or job regrading. However the information and views exchanged during the Annual Review Meeting will be used by Line Manager and CEO when considering annual incremental salary increases or any need for job regrading, as required by the Terms and Conditions of Service.

APPEALS

In the event that an employee is unhappy with the outcome of the Annual Review Meeting they may raise the matter with the next line manager. In the event that an employee is unhappy with the outcome of the discussion with the next line manager then the employee may raise the matter via the organisation's Grievance Procedure.