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| **POLICY NO & NAME:** | **016 – EMPLOYEE SUPERVISION & SUPPORT POLICY** |
| **APPROVED BY:** | **Bec Symes, CEO** |
| **DATE CURRENT POLICY APPROVED:** | 22/01/2019 |
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**POLICY STATEMENT**

1. Supervision helps **staff/employees** to gain knowledge, skills and professional development for the worker to do his/her work competently. Supervision should also be a source of encouragement and support to the individual worker.
2. Supervision helps the **agency** to fulfill its service responsibilities to consumers and funding bodies, and to fulfill its responsibilities, as an employer, to guide and support its staff.
3. Supervision helps to protect the rights and legitimate interests of **consumers/service users**. It also helps to promote effective and high quality service for the service user.

The philosophy of staff supervision is multidimensional and encompasses a range of objectives including:

* High quality and accountable practice
* A skilled and competent workforce
* Sound industrial relations and job satisfaction
* A culture of learning through reflective practice and collaborative problem solving
* Effective organisational management and communication
* Shape attitudes, values and approaches
* Professional and career development

**SCOPE & PURPOSE**

Greendale Community’ employee supervision and support policy is a framework for supervisors and staff to assist staff to achieve their work goals and to develop professionally, and to ensure agency requirements are met in relation to service quality and accountability.

The model/framework identifies supervision/performance management, professional development, support, and emotional support & mediation as functions.

The model/framework distinguishes two main avenues of supervision/support to Greendale Community employees/staff and these are implemented. They are both based on reflective practices and two-way communication:

* Scheduled – one-on-one or group, face-to-face meetings following a pro-forma that are recorded and filed (in general with the supervisor or with HR). These include supervision meetings, team meetings, performance appraisals, probation period reviews. The frequency of these meetings can vary per program/service. The scheduled supervision includes ample opportunities to identify additional training / professional development for staff.
* Un-scheduled – ad-hoc, often solving an issue, not following a pro-forma but registered and filed. These un-scheduled/ad-hoc meetings include short support meetings with staff requested by staff or supervisor, team leaders/managers observations and subsequent discussions, on-call phone calls (after hours and during the weekend) and emails.

The guidelines below outline the expectations of Greendale Community, in terms of supervision.

**DEFINITIONS**

**Supervision**

Supervision is the process in which one worker is given responsibility to work with another worker to achieve certain professional, personal and organisational objectives. These objectives include competent, accountable practice, continuing professional development and personal support.

Supervision of staff includes components of:

* + Managing agreed workloads
  + Support – promoting realistic self- expectations and resilience and assisting staff to identify and deal with job related stress and validating staff in their job performance
  + Accountability - ensuring the work undertaken is in line with agency standards, policy and values
  + Reflection - encouraging staff to take responsibility for the continuous improvement of their work practice
  + Education and Mentoring - providing information, coaching, sharing knowledge, information and ideas, identifying learning needs necessary to undertake work effectively and developing training plan/s accordingly.

The emphasis or balance of time, spent on each of these components may vary from session to session and supervisee to supervisee, but over time each component must be considered with equal weight. It is a two-way process of giving and receiving feedback.

**Supervision Responsibilities**

The worker and supervisor review the position description and/or develop a workplan for the staff member annually. Supervision arrangements are conducted as per this policy.

**Standard (scheduled) v Access to Unplanned (un-scheduled) Supervision and Support at Short Notice when required.**

Greendale Community recognizes that for some programs, supervision may often be a dynamic process with daily contact to manage complex high-risk issues.

In addition to this ongoing mentoring, some formal scheduled supervision sessions will also be conducted to review overall program progress and consider the developmental needs of the staff member.

**Supervision Record**

The supervision record will document

* the participants
* date and time of the session
* Issues discussed
* Agreed actions

**Alternatives to 1:1 Supervision**

Specific methods of supervision are chosen and justified on their effectiveness in meeting the specific goals and purposes of supervision and on the work context.

**Group Supervision**

In situations where workers/employees support the same service users, tasks and work plans, a higher component of group or team supervision may be expected. This team supervision can be conducted during team meetings.

**External Supervision**

Where funding allows and there is a demonstrated need, Greendale Community will seek external supervision. E.g. therapeutic group support for Child, Youth and Adult Accommodation Services staff.

**RESPONSIBILITIES**

Supervisors are responsible for arranging formal/scheduled supervision meetings, planning for the supervision meeting, documenting key information and outcomes, storing supervision records confidentially, and that agreed actions are followed up.

Staff members are responsible to reflect on their priorities for discussion, to attend and to actively contribute and follow up as agreed.

**PROCEDURES**

Frequency of supervision, supervision proformas, and the mix of individual and group supervision will be specified on a program basis.

**Managers**

The CEO will have monthly formal supervision with program/service managers with informal supervision on an as needed basis.

**Accommodation and Specialist Support Services (A&SSS)**

Managers:

The A&SSS Manager meets with Program Managers weekly and have a monthly formal supervision meeting following the employee supervision & support pro-forma and an annual performance appraisal.

Team Leaders:

Program Managers meet with Team Leaders as required (unscheduled/adhoc) and have a monthly formal supervision meeting following the employee supervision & support pro-forma (Employee Supervision & Support Proforma). Furthermore, The Managers attend the monthly Team Leader meetings and an annual performance appraisal is conducted (Employee Performance Appraisal Form).

Support Workers Accommodation / CAYS:

Permanent Support Workers attend team meetings with their house monthly and have formal individual performance appraisals once per year following the appraisal pro-forma (Support Workers Appraisal).

Monthly formal support & supervision sessions are conducted by the Team Leaders for each support worker on their team, following pro-forma Employee Supervision & Support Form. These must be signed by the Support Worker and the Team Leader. It is acceptable to complete these over the phone when necessary and have the Support Worker sign when they are next on shift, but it is expected that the majority of their sessions are done face to face.

The current electronic support logs will remain in place to capture conversations that require recording throughout the month.

Un-scheduled/ad-hoc meetings include short support meetings with staff requested by staff or supervisor, team leaders/managers observations and subsequent discussions, on-call phone calls (after hours and during the weekend) and emails. These are recorded and filed.

**Support Workers Flexible Living Options (FLO)**

Permanent Support Workers attend team meetings as they are scheduled in accordance with the funding for that service and have formal individual performance appraisals once per year following the appraisal pro-forma (Support Workers Appraisal).

FLO staff have face-to-face formal supervision with their Team Leader every 3 months.

**Respite and Recreation**

Respite Coordinators, Recreation Coordinator, and Respite Admin staff have formal supervision with the Manager Respite & Recreation once a month following the employee supervision & support proforma. Monthly team meetings also occur.

Social Group Leaders have supervision once per term and a team meeting once per term.

Respite staff (direct support staff) have a formal supervision meeting with their Coordinator, following the employee supervision & support proforma, every 10 weeks. This can occur face-to-

face or over the phone. Respite Focus Group meetings attended by respite staff are conducted on a bi-monthly basis.

Un-scheduled/ad-hoc meetings include short support meetings with staff requested by staff, or coordinators/manager observations and subsequent discussions, on-call phone calls (after hours and during the weekend) and emails. These are recorded and filed.

**Support Coordination**

Support Coordinators, Case Managers and the Parent Support Worker have formal supervision with the Support Coordination Team Leader once a month following the employee supervision & support proforma. Monthly team meetings also occur.

Un-scheduled/ad-hoc meetings include short support meetings with staff requested by staff. These are recorded and filed.

**Therapy & Inclusion Support Services**

Therapy Inclusion and SupportServices staff (incl. Coordinators) have individual monthly/6 weekly formal supervision following the employee supervision & support proforma plus monthly team meetings and discipline specific meetings.

Un-scheduled/ad-hoc meetings include short support meetings with staff requested by staff, or coordinator/manager observations and subsequent discussions and emails. These are recorded and filed.

KIS Additional Assistants have formal supervision by phone quarterly following a pro-forma (each term) which are filed.

**People, Culture & Resources, Finance & Quality**

People, Culture & Resources, Finance and Quality staff receive formal individual monthly supervision following the employee supervision & support proforma and have monthly team meetings.

**Supervision records**

Supervision records will be kept for all staff and include follow up actions agreed and timelines.

**Probationary period**

All employees will undergo a probationary trial period of 6 months from the commencement date. During this period there are at least 2 formal employee probationary period assessment reviews following a standard format. For details see the Policy Probationary Period

**REFERENCES**

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|  | Reference: | Greendale Community Annual Training Plan  Greendale Community Training Needs Analysis  Occupational Health and Safety Act 2004  Disability Act 2006  Aged Care Act 1997  NDIS Act 2013 |
|  | Industry Standard reference | National Standards for Disability Services  DHS Standards  Home Care Standards  Aged Care Standards  Home and Community Care Standards  National Quality Framework  Education and Care Services National Regulations  Victorian Early Childhood Intervention (ECI) Standards 2016 |