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**THE INDEPENDENT JERSEY CARE INQUIRY**

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EXHIBIT PD4

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## SOCIAL SERVICES

### PROCEDURE FOR THE PROVISION OF STAFF SUPERVISION

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Ver 2

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## SOCIAL SERVICES PROCEDURE FOR THE PROVISION OF STAFF SUPERVISION

### POLICY

The Social Services Management Team recognise that they have a responsibility to provide resources that ensure the ongoing training and developmental needs of all members of staff are met. An essential element of this is the provision of regular, quality, supervision for all staff if they are to achieve the high standards of professional practice and behaviour that the Management Team and the public expects. All staff, not just Managers, are responsible for ensuring that the frequency, content and quality of supervision is maintained.

Every member of staff, no matter what their status within Social Services, should have equal access to regular supervision that focuses on and allows the individual to understand:

#### **The aims and objectives of Social Services**

##### **Their role and responsibilities within Social Services**

**Their level of performance - whether it is acceptable and, where necessary, take steps to help the individual improve**

**The level and amount of work that they are expected, and are able, to manage**

**Any management issues concerning a particular case or piece of work being undertaken**

**The development of individual and team plans, linked to training needs**

**Any prospects for career progression and professional development**

**Management of annual leave and/or Time Off in Lieu (T.O.I.L.)**

**The need to plan and complete an annual 'Performance Review and Appraisal'**

### FREQUENCY OF SUPERVISION

It is recognised that the need for supervision will differ from one member of staff to another depending on the knowledge and experience of the individual involved. However, as an absolute minimum, all current full and part time members of staff should receive supervision at least once a month.

Where a member of staff is newly employed, returning from professional training, or is transferred from one post to another within the Service, they should receive supervision in their first working week to:

- **Plan their induction in line with the induction procedure, which should be completed by the next supervision session**
- **Address practical working arrangements**
- **Discuss and agree their work load**
- **Be provided with a procedural manual and be given an outline of the aims and service objectives of Social Services**

- **Agree a supervision contract**

Following this, supervision should then take place on a fortnightly basis for the first eight weeks, with a mutually agreed arrangement reached for future sessions, the eventual aim being monthly supervision.

### RECORDING SUPERVISION SESSIONS

It is the duty of the Supervising Officer, responsible for providing supervision, to record each meeting with an individual and provide a typed copy of the minutes of the session. This should be signed by both parties as an accurate record of decisions and agreements made, with copies available to both parties. This must all be completed before the next supervision session.

All records of supervision meetings must be kept separate and secure from all other records (except 'case specific' records which should be on the client's respective case file - see below).

Each member of staff will also have an annual 'Performance Review and Appraisal' which should be recorded and a copy of the objectives kept on the supervision file. There should then be a review of all documentation to agree what level of supervision records should be retained into the following year.

In the event that a member of staff leaves the service, any existing supervision records should be reviewed by both parties as part of the 'exit interview' and notes of specific issues should be made on the relevant 'exit interview' documentation. This recording should then be placed on the individual's personnel file and the supervision notes should then be destroyed (shredded). Where a Supervising Officer is transferred or leaves the Service, all supervision records should be passed to the new supervisor.

### 'CASE SPECIFIC' SUPERVISION RECORDS

The Supervising Officer should also provide typed notes of discussions/decisions/agreements made on individual cases, which should then be placed on the respective client's case file under the 'Contacts' section (see 'Procedure for Opening and Maintaining Case Files'). These records should be dated and signed by both the supervisor and the supervisee.

Any decisions made outside of formal supervision sessions should be recorded in the same way. If issues are taken, by either supervisor or supervisee, to a Line/Team/Service Manager then the recording process should be the same.

The purpose of these particular records is to ensure that the respective client's case file includes a very clear recording of a decision making process. The extent of this recording, by whom and at what level, will be determined by the complexity of the case and the individual's role within it.

### CONTENT OF SUPERVISION

The key elements outlined in the policy section of this document must be included in supervision of all staff. There may be circumstances where personal issues are affecting the work of an individual which need to be discussed. The nature of this discussion should be clarified by the Supervising Officer who should explain that there may be information that is shared with them that they will have to share with other people. At all times the Supervising Officer should be clear about their role as supervisor, so that they do not inadvertently collude with, or mislead a member of staff. It is the responsibility of both parties to ensure that they have prepared an agenda for each supervision.

### SUPERVISION AGREEMENTS

Because of the level of diversity in the tasks staff are expected to perform, there is some difficulty in producing a prescribed format for supervision agreements. There is also the danger that such a format will not meet the needs of all individuals in Social Services.

There is, however, a prescribed format (attached) which should be used as the basis for any agreement.

The agreement should be signed and a copy retained by both parties.

**This amended procedure should be made operational by all Supervising Officers from the 1<sup>st</sup> of February 2003.**

#### QUALITY STANDARDS RELEVANT TO THIS PROCEDURE

1. Every member of staff to have their own supervision file, which should be kept secure and confidential.
2. A copy of an appropriate Supervision Agreement should be on the individual's supervision file, signed by both parties.
3. The file should evidence that supervision has occurred at least once a month.
4. Evidence of 'case specific' supervision records should be on the respective client's case file.
5. Evidence of supervisory and/or management decision making and oversight should be on the respective client's case file.
6. Evidence of up to date 'Performance Review and Appraisal' documentation on the file.
7. Supervision files to be audited in line with Service 'Audit Procedures'.

#### ATTACHMENTS

- I5a Format for Supervision Agreement
- I5b Supervision Note Template

## SOCIAL SERVICES

### SUPERVISION AGREEMENT

This is a written agreement between ..... [Supervisor] and ..... [Supervisee], setting out the details of their supervisory relationship.

#### AIMS OF SUPERVISION

- To provide a safe and regular forum for open and honest discussion.
- To provide professional support and motivation and thus ensure that each individual feels a valued team member.
- To clarify an individual's role definition and accountability within a framework of clear boundaries and guidelines.
- To meet departmental, team and personal targets whilst maintaining good working practices.
- To increase the effectiveness of the Social Services and thus improve the quality of care and support offered to our clients.
- To provide a regular meeting, once a month, which is planned and recorded.

#### PRIORITIES

Re-scheduling of supervision meetings should only occur in the event of emergencies or due to instances of annual/sick leave. In such an event the supervisor will take responsibility for re-booking the meeting at the earliest possible time, ideally within seven working days.

#### RESPONSIBILITIES

The supervisor will:-

- Schedule meetings and arrange a room/venue.
- Supply an Agenda for the meeting.
- Record in writing the main points discussed and any agreed objectives or targets. Where this is 'case specific' the notes will be passed to the supervisee for placement on the relevant case file.
- Ensure that this record is signed by both parties and is kept in a confidential filing system.
- Review the contents of the file on an annual basis following P.R.A., destroying all old records that are agreed to be no longer relevant.
- Raise and address any relevant issues of performance management pertaining to the supervisee. (i.e. T.O.I.L., record keeping, time management, etc.).

The supervisee will:-

- Consider, prior to supervision, their working practice since the last meeting and notify their supervisor of any specific items they may wish to discuss which would not normally form part of the supervision agenda.
- Provide details of their current case/workload and identify any potential problems or conflicts.
- Provide details of the current status of T.O.I.L. / Annual Leave and agree targets for its effective management.
- Will be committed to developing themselves as a practicing professional.

**DISAGREEMENTS**

If issues arise where there is a disagreement between supervisor and supervisee, either party can refer these to the appropriate Line Manager.

**CONFIDENTIALITY**

Occasions may arise where there is a need to share these records with Line Management / Service Management. It will be the supervisor's responsibility to consider which records should be referred and in all such instances very careful consideration should be given to the supervisee's right to confidentiality. Supervision records will remain in secure storage in the supervisor's office and will not be left anywhere with 'open access'.

On leaving the service, or being transferred, all supervision notes will be reviewed, as part of the supervisee's exit interview, and agreement will be reached on any details or notes to be recorded on the individual's personnel file, before the supervision records are destroyed.

**MEETING CONTENT**

The following is a list of items that should form the basis for most supervision meetings. Some may be more relevant than others, but the last two are essential if the meetings are to increase the effectiveness of this service and its staff.

- ➔ MATTERS ARISING FROM PREVIOUS MEETING - General
- ➔ REVIEW OF CASELOAD / WORKLOAD - Professional
- ➔ CURRENT ISSUES - Professional/Management
- ➔ SHARING INFORMATION - Management
- ➔ REVIEW OF T.O.I.L. / LEAVE - Management
- ➔ REVIEW OF PERSONAL DEVELOPMENT NEEDS - Management
- ➔ SETTING OBJECTIVES - Management
- ➔ AGREEING TARGETS - Management

**EVALUATION**

Supervision will be evaluated at twelve monthly intervals. The next date for this will be: .....

**AGREEMENT**

Supervisor: .....

Date: .....

Supervisee: .....

Date: .....

