

## **WORK PRACTICE POLICY & PROCEDURE**

**Updated: 1<sup>st</sup> April 2011**  
**Revision Date: 31<sup>st</sup> March 2012**

### **POLICY STATEMENT**

ELCAP sees the review of work practice (supervision) as being an essential part of the delivery of quality services and staff development. All staff are entitled to and are expected to participate in supervision and development sessions. These sessions take different forms from one to one meetings, work practice observations and group meetings including meetings with input from service users and their representatives.

We will continue to develop systems to support staff which promote direct feedback and the involvement of service users and their families and representatives.

### **PROCEDURE**

ELCAP sees the review of work practice (supervision) as being an essential part of the delivery of quality services and staff development. All staff are entitled to and are expected to participate in supervision and development sessions. These sessions can take different forms. They can be:

- one-to-one meetings between the staff member and manager
- manager observing the staff member's work practice
- meetings with the member of staff, the manager and the service user

In addition managers can observe the staff member's performance at team meetings, at team training or at service review sessions and give constructive feedback on performance. We will develop systems to support staff which promote direct feedback and the involvement of service users.

### **OBJECTIVES**

The review of work practice (supervision) in ELCAP has the following objectives:

- to maintain and develop services
- to clarify staff roles and responsibilities
- to create a climate for good practice
- to help staff cope with stress
- to assist staff with their professional development

The review of work practice (supervision) should not be used in place of the investigatory or disciplinary procedures but can be used to provide support or development after these have happened.

## **RECORDS**

Line Managers will keep a record of discussions, concerns and issues in preparation for one-to-one meetings with staff. Where issues are likely to be dealt with under other policies and procedures, the Line Manager will retain a record of how and when issues were raised and these will be part of the subsequent agenda for a one-to-one meeting with the member of staff.

It is the responsibility of the line manager to ensure that the record of the review of work practice (supervision) sessions is kept and the reasons for any cancellation of sessions are noted. These records will be audited. See Appendix 2 for an example of a record.

All individual sessions will be recorded. All the review of work practice (supervision) notes will usually be kept confidential. All staff should be aware that records may be sampled by managers, regulators or purchasers of the service as part of the monitoring of our staff support and management. Confidentiality does not extend to issues which would breach the Scottish Social Services Council's Codes of Practice for Social Workers and Employers. Both parties have responsibility for bringing items to the agenda of work practice [supervision] sessions.

### **Frequency of the review of work practice (supervision)**

All staff receive the frequency of supervision appropriate to their particular circumstances, experience, development and current work practice and priorities. For example the frequency of meetings and observed practice may increase if the manager is concerned about the member of staff's work practice.

## **TRAINING**

All new supervisors will receive training in introductory supervision skills. All more experienced supervisors will receive ongoing mentoring through their own supervision with their line manager. This will include a review of records of supervision provided by the manager. It is essential that all staff receive quality supervision.

### **DIFFICULTIES with the review of work practice (supervision)**

Any difficulties with an individual review of work practice (supervision) arrangement will be taken to the line manager's supervisor in the first instance.

### **WORK PRACTICE ONE TO ONE MEETINGS**

Work Practice review meetings will be a time to explore with your line manager, on a one to one basis, the areas highlighted in Appendix 1 as well as other issues. For a full time employee, a minimum of three meetings per year will be organised by the line manager with flexibility for additional meetings as necessary. If the employee works fewer hours or has a flexible contract, then the standard would be a minimum of meetings pro rata to a full time employee with flexibility for additional meetings as necessary.

### **PRACTICE DEVELOPMENT THROUGH OBSERVATION**

Staff should expect to receive feed back as soon as is practical about their support and performance. Where a line manager observes practice, good practice will be recorded and praised and any development needs will be highlighted. There will be a record of observed practice (a minimum of three per year) using the appropriate documentation. (Appendix 1a) Occasionally, specific topics are the focus of observed practice, for example, financial management and specific forms are developed to standardise these. These may be used with a sample group of staff. (Appendix 3).

### **COMPETENCIES**

The competence framework should be used as part of supervision throughout the year. There are five key areas of competence which highlight the behaviours required to perform the job effectively. The manager will keep a record of the improvement in a member of staff's competencies and discuss the positive and negative behaviours on an ongoing basis. It will be an opportunity for the manager to discuss with the member of staff constructively any development needs identified from the negative behaviours.

## **PEER GROUP SUPPORT**

Where appropriate staff will be encouraged to develop other supervision/support systems to supplement individual line management supervision sessions.

**LINDA LOWE**

**HUMAN RESOURCES MANAGER**



# Work Practice Review

# Appendix1

Name:..... Venue; ..... Date:..... Time.....

<p>FEEDBACK FROM THE PEOPLE WE WORK FOR [QUALITY MONITORING], THE PEOPLE AROUND THEM AND PEOPLE FROM OTHER AGENCIES ABOUT YOUR PERFORMANCE</p>	<p><b>COMPETENCIES EVIDENCED</b></p>
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<p><b>Improvement which has been identified</b></p>	<p><b>Evidence of improvement and date</b></p>
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<p><b>Successful outcomes</b></p>	<p>What evidence do you have that this outcomes was achieved?</p>	<p>What competencies have you evidenced?</p>
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Outcomes that have not been achieved	What evidence do you have of the work you did to try to achieve the outcomes?	What competencies do you need support to improve in the coming year?	By when?

**Training or other development that went well and what was your learning from this?**

**Training or other development that did not help you to achieve the outcomes and what was your learning from this?**

**NEXT STEPS**

**Signed .....** **Line Manager**

**Date .....**

**SUPERVISION OBJECTIVES  
PRACTICE DEVELOPMENT THROUGH OBSERVATION  
[minimum of 3 times a year]**

<b>Date of Session:</b>	
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**Description of Practice Observed:**

**Competencies Demonstrated:**

ELCAP

**Areas of competence requiring development needs:**

Line Manager: .....

Staff Member: .....

Date: .....



**PRACTICE DEVELOPMENT THROUGH OBSERVATION**

<b>Date of Session:</b>	
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**Description of Practice Observed:**

**Competencies Demonstrated:**

There is a money section in the personal plan

The money section covers the issues listed in Appendix D of Finance Guidelines

There is a money plan

The money plan matches to actual income & expenditure in the bank statement

The cash in wallet/purse reconciles to diary or cashbook entry or there is an incident report (if there is a discrepancy above specified level)

Sample of expenditure in bank statement appears in diary or cashbook

Sample of expenditure in diary or cashbook agrees to receipts

Savings are below the level which impacts on benefits or there is a plan in place to spend savings

**Development Needs Agreed:**

**Issues for Registered Manager:**

Line Manager: .....

Staff Member: .....

Date: .....