

**Spiral Sussex**

**Supervision and Appraisal Policy  
Policy and Procedure**

**September 2018**

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This policy and procedure has been approved by the Executive Committee of Spiral Sussex which are responsible for its review.

The original signed copy of this policy and procedure is kept at Spiral Sussex's office.

Signed: Mark Shanahan Date: 18<sup>th</sup> September 2018

Name: Mr Mark Shanahan

Chair of Trustees

Signed Marc Blackwell Date: 18<sup>th</sup> September 2018

Name: Mr Marc Blackwell

Trustee

Record of adoption and review of this policy and procedure:-

- Adopted:
- To be reviewed: (+1 years from the adopted date)

**Spiral Sussex**  
**Supervision and Appraisal**  
**Policy and Procedure**

It is the line manager's responsibility to advise staff of the date of supervision and appraisal meetings and to give adequate notice of them.

**1. Definitions**

The following terms in this policy and procedure are understood as:

“staff and staff members”

means all Spiral Sussex employees including part-time, full-time, consultants, volunteers and interns

“Supervision”

is a regular meeting involving staff and their line manager or point of contact (referred to hereafter as the line manager) to discuss personal and organisational performance and objectives. Regular communication between the line manager and their staff must still occur is not replaced by supervision.

“Appraisal”

an appraisal is a periodic review by a staff's line manager on their overall performance against pre-agreed targets and objectives. During the appraisal, new goals and objectives may be set as agreed by the line manager and staff member. An appraisal is also an opportunity to discuss any training needs and the staff member's role more broadly, within the charity.

**2. Supervision**

Supervision

1) All Spiral Sussex staff will have regular supervision with their line manager.

2) The role of each staff member, the number of hours they work a week will dictate the frequency of these meetings. In general, supervision should occur as follows:-

- For staff who work regularly, including in the office or on projects running during term time or all year round, supervision will take place each quarter
- For staff who only work seasonally, such as during the holidays, supervision should take place as the relevant projects manager feels appropriate, but no less than after each seasonal period (e.g. during a summer programme)

3) Ground rules will be established for supervision meetings. Guidance for these ground rules can be seen in Appendix 1.

4) A record of supervision meetings will be kept. The responsible for keeping these are the line managers. Records should include what matters have been discussed and any agreed actions. A copy of this record should be given to the staff member. The line manager is responsible for monitoring the progress of the agreed actions at subsequent supervision meetings.

5) All supervision records belong to and are the property of the charity, not the individual. Any disclosure of the content of the supervision session, such as a discussion by the line manager with their own line manager, should be done with the knowledge of the member of staff.

6) Records from supervision meetings should be stored by the line manager securely in accordance with Spiral Sussex's Data Protection, Confidentiality and Security of Information Policy and Procedure, usually this would be in the staff member's HR file.

7) Other people may require access to supervision records at times, such as:

- Managers providing cover in the absence of the line manager
- The Chief Executive or Chair of Trustees, for quality assurance purposes
- Investigating officers, for disciplinary purposes
- Inspectors

### **3. Appraisal**

1) Annual appraisals will be given to staff who work regularly, including in the office or on projects

The annual appraisal will include:

- a review of past and present performance
- an assessment of staff training needs
- a clarification of the charity's objectives
- an opportunity for the staff member to raise questions and concerns
- an opportunity for the line manager to set objectives (key performance indicators) for the next period up until the next appraisal

2) Appraisals should be recorded using the appraisal form.

3) It is the line manager's responsibility to ensure an accurate record is made stored securely. The staff member can add their final comments on the form in the relevant section. Both the line manager and staff member must sign the form.

4) Progress on any actions agreed during the appraisal are under the line manager's responsibility to monitor. These will be checked at following supervision and appraisal meetings with the member of staff.

5) Records from appraisal meetings will be stored following Spiral Sussex's Data Protection, Confidentiality and Security of Information Policy and Procedure. It is the responsibility of the line manager to store these, usually in the staff member's HR file.

6) Other people may require access to the appraisal document. These may include:

- Managers providing cover in the absence of the line manager
- The Chief Executive or Chair of Trustees, for quality assurance purposes
- Investigating officers, for disciplinary purposes
- Inspectors

7) Spiral Sussex is committed to supporting all staff. The principles for staff support are detailed in Appendix 2.



## **Appendix 1: Ground rules for Supervision**

The below should be established and noted on the first supervision meeting form, establishing the ground rules for any supervisory relationships as these may vary depending on the position of the staff member preferred management approach of the manager.

- The frequency, duration and location of meetings
- The purpose of supervision – e.g. performance management, support, exploring training needs, review of workload, file/case reviews
- The way by which supervision meetings will be recorded and actions monitored
- Limitations on the authority of line manager – e.g. when they need to refer decisions to the Chief Executive

Line managers need to make clear to their supervisee the following purposes of supervision meetings:-

- To ensure staff know what is expected of them
- To ensure staff are aware of and implement Spiral Sussex's Standards, Policies, Procedures and Codes of Conduct, with particular regard to safeguarding and health and safety
- To ensure staff carry out their duties effectively and efficiently
- To ensure good practice and to challenge and manage poor practice
- To identify training requirements and assist in the continuous professional development of staff
- To ensure staff are supported and that they know who to go to and relevant procedures in the event of a problem
- To monitor the actions agreed in the previous appraisal meetings

## **Appendix 2: Spiral Sussex - principles of staff support**

Spiral Sussex recognises that good support from line managers helps staff perform better, be more motivated and provide the high standards of service.

The principles of staff support are to:

- communicate the charity's values, needs and expectations to staff
- be open to suggestions from staff about how Spiral Sussex can develop and improve
- value and praise good work and encourage creative innovation
- assist staff with their personal development
- work with staff to manage change
- in situations where a higher standard of work than is being delivered is required, to tackle this promptly and constructively
- recognise staff may have needs and responsibilities outside of work and to assess how these impact on performance

These principles can be achieved if line managers:-

- set a good example to staff
- set clear and achievable targets and standards
- monitor work fairly and regularly
- give regular, constructive feedback on performance, recognising good work and raising any concerns
- provide staff with regular opportunities to discuss their work
- give staff regular opportunities to communicate with their line manager about any concerns or suggestions



## Audit Guidance

<b>Check</b>	<b>Evidence</b>
Are supervision sessions being provided regularly to all staff?	Ask senior managers for supervision records, check dates?
Are records being made from supervision sessions (are these also provided to staff)?	Check supervision records Ask staff
Are annual appraisals being provided regularly to all staff?	Ask senior managers for appraisal records, check dates?
Are records being made of appraisal sessions (and are these provided to staff)?	Check appraisal records Ask staff
Are records being completed legibly, clearly and in line with the appendices of this document?	Check records
Do staff feel supported and does good communication exist?	Ask staff