



Supervision Policy

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Rationale

Fairfield School is committed to ensuring that staff receive good quality, effective and purposeful support. This can be maintained through effective supervision. The aim of this policy is to promote a consistent approach which can ensure staff have a clear understanding of their roles and responsibilities.

Supervision meetings allow regular opportunities to evaluate and review the performance of staff including aspects such as work load. They do not replace performance management appraisals which focus on a longer term view of performance. Supervision meetings are a two-way discussion between a member of staff and a manager. They can provide an opportunity for discussion of individual cases, to share concerns and successes and to consider future practice. To be effective each person must take equal responsibility for ensuring effective communication and be equally supportive and committed.

Supervision is defined as any communication between two or more staff, where the purpose is to enhance staff performance and effectiveness in carrying out the requirements of their role, reflecting on their practices and meeting the aims of the school. Supervision meetings are not a compulsory procedure but are able to support good practice and can be recommended for specific staff in certain roles.

Supervision meetings at Fairfield can provide an opportunity to:

- Monitor progress of staff and provide feedback on performance
- Reflect on the effectiveness of recent training and development activities contributing to competence, and identifying any outstanding needs
- Provide support, direction, advice and guidance on individual cases, staff and management issues
- Develop skills and understanding
- Ensure policy and standards are met consistently in practice
- Discuss any external/personal circumstances that may have a bearing on work
- Receive coaching to improve their personal effectiveness and practice

Benefits of supervision include:

- Improve communication with, and between the staff
- Concerns identified at the earliest opportunity
- Effective solutions to any concerns
- Written records of the supervision meeting and the actions taken to improve outcomes

Group Supervision

This may involve a group of staff all with the same or similar tasks, meeting with a manager/leader to discuss issues about their work. This may be done in the context of a regular team meeting or a separate session to look at specific issues. Group supervision should be considered from all levels of experience as an additional method of delivering professional development and learning.

Unplanned or 'Ad Hoc' Supervision

The pace of work and the demands on time mean that staff often have to 'check something out' with a manager/leader, obtain a decision or gain permission to do something in between planned meetings. In addition, staff who works closely with a manager/leader will be communicating regularly about issues, problems arising, and changes in policies and procedures. This form of supervision is a normal and acceptable part of the Manager/leader relationship.

Staff requiring supervision should be pro-active in requesting where there is specific need so arrangements can be organised.

Supervision Standards Procedure

All involved should prepare for planned supervision sessions.

Preparation may include:

- Drawing together factual information on recent and current work
- Preliminary reflection on progress, achievement and performance generally in relation to objectives, plans standards and targets
- Identifying any areas of uncertainty about policies or procedures, or how to put them into practice
- Identify any anticipated constraints to effective practice
- Reflection on recent training and development activities with evaluation of their impact on their role

All of these areas may be covered in planned supervision meetings, but the priority given to each one will vary, depending on the nature of the staff member's role

- Review of work done, evaluation of performance and achievements, objectives, priorities and standards
- Need for any personal support to staff where work content maybe challenging
- Awareness and understanding of relevant policies, procedures and standards
- Review of sick leave or other absences
- Review of individual professional development
- Suggestions for improving performance
- Agreement of clear, realistic, measurable objectives and activities for work and personal development during the period to the next planned supervision meeting

Records on planned supervision meetings should be kept by those involved:

- Records agreed by the manager/leader and staff member should outline the issues discussed, decisions reached and action agreed
- To ensure consistency the school pro-forma is available to be used where required

Staff should expect:

- To be given clear objectives and standards, appropriate deadlines and support
- To be able to ask questions about expectations
- To be given support
- Also to be honest about difficulties encountered or mistakes made, and suggest ways in which problems can be resolved or prevented from reoccurring
- To be told if any standards are unacceptable, and to have a strategy for improvement agreed

- To be praised when a piece of work has been done well

Managers/Leaders should expect:

- That once clear objectives and standards have been set and develop needs addressed, the staff member will work to a good standard and demonstrate a willingness to strive for continuous improvement
- To demonstrate a willingness to listen and act with sensitivity within certain personal circumstances
- To expect an open, non defensive response from a staff member when their work is discussed

Successful Supervision Meetings

- Maintain recorded documentation as a reminder to what was agreed
- Hold meetings at regular intervals
- Plan what you want to be discussed
- Feedback should be positive and encouraging, and any criticism constructive
- Confidentiality should be maintained as appropriate

Confidentiality and Access

Supervision meetings are a private, but not confidential process. From time to time managers/leaders will need to discuss the content of supervision sessions with others eg. their own line managers. Access to supervision should be controlled and all records should be filed securely. Staff members should be aware that other than themselves and their manager /leader others may access documentation. These might include:

- Senior leaders e.g. for quality assurance purposes
- Investigating officers e.g. for disciplinary purposes
- Inspectors e.g. OFSTED

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Supervision Record

Name:	Manager/Leader:	Date:
Areas Discussed:		
Progress on Actions:		
Workload:		
Concerns / Team Issues:		
Training / Development (Areas for development etc.)		
Time Management: (Work life balance / attendance etc.)		
Is there any change to your circumstances which may impact on your suitability to carry out this role?		
Action to be taken:	When:	By who:
Any further areas for discussion:		
Date of next meeting:		
Signed:	Signed: (Manager)	Date: