



## **Staff Supervision and Appraisal Policy**

### **Overview**

This policy explains the role of supervision and appraisal within Forest Pulse, and the procedures for implementation.

### **1. Introduction**

1.1 Forest Pulse values all staff and volunteers and is committed to their personal and professional development and to providing them with the support they need to fulfil their role within the organisation. The joint term of worker will be used to generically refer to a person who may be either a paid staff member or a volunteer.

1.2 Forest Pulse recognises the value of both individual and group supervision and appraisal in supporting workers and their development, and the importance of creating an atmosphere of trust within which these tools can be used most effectively to benefit both individual staff members and the organisation.

### **2. Definitions**

2.1 Supervision is the regular contact between a supervisor and a worker in which to monitor and reflect on practice; review and prioritise work with individuals; provide guidance and support and identify areas of work that need development.

2.2 Appraisal is a more formal process involving the review of a worker's performance and improvement over a period of time, usually annually. It includes evaluation of goals and objectives; evaluation of job role; identifying positive performance; identifying areas for improvement and identifying and planning how development needs will be met.

### **3. Outlines**

3.1 The purpose of supervision is to manage and support workers to ensure they are able to fulfil their role within Forest Pulse effectively and efficiently.

3.2 The main functions of supervision are:

- Management – to oversee and ensure the overall quality of the worker's performance; to review workload; agree long term and short term training, learning and development needs.
- Support – to affirm and encourage the worker, giving him/her the opportunity to discuss any work-related problems and monitor the worker's health and well-being.
- Communication - to establish organisational accountability, consult with and brief the worker about organisational changes and facilitate communication between the worker and higher management.

### 3.3 What staff can expect from supervision:

- To experience supervision that enables them to grow and develop in their professional role.
- To have identified training needs appropriate to the role met whenever possible, and at the earliest date that training can be organised.
- That supervision meetings promote equality and value diversity both personally and within the organisation.
- To have supervision treated as a priority commitment.
- To have feelings and opinions recognised and respected.
- To be treated as a respected professional colleague.
- To be able to express professional disagreement.
- To be supported to learn from mistakes.
- To ask for and receive advice and guidance.
- To have confidential supervision sessions in line with Forest Pulse policies.

### 3.4 Responsibilities of the supervisor:

- To ensure that supervision is in line with Forest Pulse policy.
- To prioritise supervision sessions.
- To plan and prepare well for supervision sessions.
- To identify and record accountability for the work of supervised staff.
- To provide support and guidance to supervised staff.
- To obtain feedback from the individual and others.
- To enable and promote reflective practice for supervised staff.
- To identify development and training needs of supervised staff.
- To address identified training needs appropriate to the role at the earliest opportunity.
- To record all decisions and discussions in the supervision record.
- To maintain confidentiality of supervision in line with Forest Pulse policies.

3.5 The responsibility for supervision for the Forest Pulse Development Manager lies with the Trustee Board. The Development Manager supervises the Charity Manager, who in turn supervises the Activity Manager. The Line Manager for all other workers is the Charity Manager, who may delegate this responsibility to the Activity Manager.

3.6 All paid permanent staff and regular sessional staff will receive supervision by default on a six monthly basis. However, line manager and staff member may jointly agree to meet more or less regularly where appropriate, e.g. if there is regular contact in the work setting and supervision is ongoing on an informal basis.

3.7 Volunteers will receive regular supervision, on an informal needs-led basis. The style, regularity and format will be agreed between the line-manager and the volunteer.

3.8 The Development Manager has the opportunity for supervision at Trustee Meetings which are held monthly, and can request more formal supervision from one or more trustees as required. If felt necessary the Trustee Management Committee can seek to provide independent supervision for the Development Manager. This supervisor will be engaged by the Board of Trustees. The reason for this is that most trustees are lay personnel and professional expertise is required at this level as there may be confidential issues where it may be more appropriate for an independent person to be involved.

3.9 All staff will receive an annual appraisal by their line manager as detailed in 3.5. The appraisal of the Development manager will be conducted by either two representatives of the Board of Trustees or, if felt appropriate, one trustee and a professional person with

relevant expertise (selected by the Board of Trustees).

#### **4. Recording Supervision and Appraisal Records**

The recording of supervision sessions is the responsibility of the supervisor. The record should be detailed enough so that it is auditable at a later date. The record should be signed and dated by the supervisor and the worker. Any disagreements about content should be recorded.

#### **5. Disagreements**

Disputes should be dealt with through discussion wherever possible. This should involve the Charity and or Development Manager or a representative of the Trustees if necessary. If more formal processes are necessary this must be through the Disciplinary, Capability, Complaints or Mediation processes as appropriate.

#### **6. Storage**

All supervision and appraisal records will be stored in the charity office, in a securely locked cabinet in line with Data Protection Guidelines.

Accepted by Trustees 11<sup>th</sup> April 2018

Signed on behalf of the Charity ..... Name/Role .....