



Supervision Guidelines

Introduction

Supervision is designed to support Pembrokeshire Youth staff in their work and career, working with young people and is about making their role more enjoyable, creative, planned and effective and identifying and solving any problems that may be perceived. Supervision has some common elements with mentoring in that it is focussed on the supervisee's needs, problems and developments, as well as elements of performance appraisal such as role clarification and goal setting through dialogue. Its fundamental purpose is to foster professional development by encouraging and supporting the supervisee to articulate issues that are of concern and identify strategies to resolve them. This approach is consistent with the philosophy and practice of Youth and Community work and should be an integral part of professional practice.

From an organisational perspective the professional development of each worker will lead to the development of a dynamic and responsive service in which workers will be motivated by, and committed to, the aims and objectives of Pembrokeshire Youth.

Managerial or Line-Management Supervision (LMS)

The process of line-management supervision is central to staff development policy and practice. It serves the needs of the organisation, the line manager and most importantly the employee.

Line-management supervision ensures that the employee has what is necessary to do the job. It also ensures that the line - manager has information about the job in order to support both the job and the employee and can thus deal more effectively with any problems that may arise.

Line-management supervision is a requirement for all staff.

Line-management supervision is a recognised professional method by which members of staff regularly meet with their immediate line-manager. It is a formal process with the following aims.

- Supervision is generally an enabling, helping and supportive process rather than a directive one, which gives the supervisee the ability to complete realistic agreed targets.
- Supervision aims to improve the working performance of the supervisee so that the aims and objectives of the service are met and specific key tasks of the supervisee are achieved as effectively as possible.
- The supervisee will have time and space to review concerns, to learn to deal with conflict, to learn to express their needs and test out ideas.

- To evaluate and assess achievement, to challenge constructively, to share good practice and identify strategies to remove blockages.
- The supervisor will be better informed about the resources and training needs of the supervisee to facilitate professional and personal growth, empowerment and learn new skills.
- The sessions should be seen as an opportunity to develop a high level of mutual trust and respect.
- To ensure the effective implementation of Pembrokeshire Youth policies.

Contract to support supervision

Whilst the supervision process should be confidential, it may be necessary for the line-manager to use information gained through supervision in other contexts. The level of confidentiality should be agreed in advance.

Both line-manager and supervisee must give a high priority to supervision and jointly accept this responsibility. It is the responsibility of the line-manager and the right for the supervisee to arrange supervision sessions. Dates for supervision meetings should be planned at the beginning of each term and not altered except in cases of extreme emergency.

The venue should be suitable for both parties and should be interruption free

For full-time staff, the session should last between one to two hours; this should be agreed in advance. For part-time staff, the session should last between 20-30 minutes; this should be agreed in advance

Both line-manager and supervisee should make suitable preparations for the supervision. The agenda should be set in advance of the session or it should be negotiated at the start of the session. Both parties should contribute to this process.

The agenda should incorporate:

- Report on work undertaken since previous supervision
- Plans for the next period of work
- Requests for leave
- Identification of training requirements
- Special requests of your line manager or Pembrokeshire Youth
- Details of any concerns, problems and suggested solutions
- Perceived positive and negative progress

Note taking and the final recording on the support and supervision record (Appendix 1) is the responsibility of the line-manager. The notes should be agreed, signed by both parties and kept by the line-manager for 3 years and then destroyed. These should be stored securely.

Access to this information should be afforded to:

- Supervisee
- Line-manager
- County Youth Officer, with the supervisee's permission.

Contract of Expectations

The contract has been developed as a written agreement to manage a range of professional issues from the lower levels to more serious or problematic situations. Guidelines and forms can be obtained from: [link to be included](#)

Regularity of supervision

All staff whether paid or voluntary are entitled to regular line-management supervision by their designated line-manager. In exceptional circumstances it is possible to agree another line-manager, subject to approval by the County Youth Officer.

For the full-time staff, line-management supervision should take place every four to six weeks on an individual basis. For part-time and voluntary staff, line-management supervision should take place once per term depending on their responsibilities, on an individual or group basis, dependent on need and availability. All staff should have at least one meeting per year on an individual basis with their line manager. This can be the annual Performance Review or a supervision session.

For part-time or voluntary staff where there is more than one line-manager, the line-manager supervisor must be agreed by all parties.

Supervisee's Responsibility

- To ask for help clearly and directly.
- To become increasingly able to share information and concerns freely.
- To be open to feedback and develop the ability to distinguish between feedback that is useful and feedback that is not.

Supervisor's Responsibility

- To ensure a safe enough space for the supervisee to discuss practice issues in his/ her own way.
- To help the supervisee explore and clarify thinking, feeling and policies which underlie their practice.
- To challenge practice which is judged to be unethical unwise or incompetent.
- To challenge personal and professional direct/indirect prejudice or bias which may be perceived as a part of individual or group practice.
- To be aware of the organisational contacts which both the supervisor and supervisee have with service users, the employer and other managers.

Non-Managerial Supervision

Non-managerial supervision complements line-management supervision, providing the employees with an independent opportunity for reflection on work related issues with someone not in the employees immediate management hierarchy. People may often engage in non-managerial supervision as an element of a

professional training route. The non-managerial supervisor is someone acceptable to both the employee and the service; in the case of supervision for training purposes the supervisor will be someone designated and approved by the training provider.

Non-managerial supervision is confidential to the employee unless otherwise agreed. Non-managerial supervision provides the employee with the opportunity to work through professional issues, attitudes and difficulties in a confidential and non-judgemental climate.

An employee requesting non-managerial supervision should approach their line-manager with their request and discuss it with them.

Arrangements for non-managerial supervision are made by agreement with the employee's line-manager, the County Youth Officer and training provider. Meetings for non-managerial supervision should be no more than four a year unless required as an element of professional training.

Additional Information

Additional information, advice and guidelines can be obtained from:

- Pembrokeshire County Council, Employee Handbook <http://pccintranet>
- www.cywu.org.uk
- www.nya.org.uk

Heidi Holland
Area Youth Co-ordinator (Workforce Development)
01437 775845
heidi.holland@pembrokeshire.gov.uk

SUPPORT AND SUPERVISION RECORD



Name of Employee

Name of Supervisor

Venue Date

Issue Discussed	Comments and/or action to be taken.	Action & Completion Date

Signature of Employee Date

Signature of Supervisor Date

Issue Discussed	Comments and/or action to be taken.	Action & Completion Date
-----------------	-------------------------------------	--------------------------

Date of next supervision session

--	--	--

Signature of Employee Date

Signature of Supervisor Date

Date of next supervision session