

*Policy Title*  
*CHSS Supervision Policy - Employees & Carers*

Supporting Policies	
Policy Revision No:	<i>2</i>
Policy Authorisation	<i>Chief Executive Officer, Committee of Management</i>
Policy Administration Manager Policy development	<i>Research, formulation, drafting and review</i>
Manager Human Resources	<i>Implementation and Consultation</i>
Approval Date	<i>June 2007</i>
Operative Date	<i>June 2007</i>
Review Date	<i>June 2008 (as required)</i>

## 1.0 Organisational Context

Central Hume Support Services (CHSS) is committed to ensuring the delivery of a comprehensive model of supervision – one that encompasses all CHSS employees and carers.

For CHSS, supervision is essential in:

- ensuring quality outcomes for our clients (**client focussed**);
- supporting work practices (**internal communication**);
- ensuring these practices are carried out effectively and in the best interests of clients (**accountability for performance**);
- identifying what support is needed for employees and carers to do their job, and where that support may be provided (**competence of employees/carers**);
- ensuring employees and carers are provided every opportunity to gain the necessary skills, ideas, strategies and feedback to support them in their work with clients and the community (**professional development**) and;
- ensuring accountability for its standards of service.

**Principal functions of supervision** (The following is meant as a **guide only**).

- Management of client cases.
- In consultation with the employee or carer, monitoring of client/case workloads.
- Review of work practice issues and developments that may have arisen since the previous supervision session.
- Activities, action plans and strategies planned for the next supervision session.
- Implementation of activities, action plans and/or strategies that arise out of the supervision session.
- Awareness and understanding of organisational issues, such as:
  - ~ policies and procedures;
  - ~ program development and planning issues;
  - ~ organisational development and planning issues;
  - ~ occupational health and safety and duty of care issues;
  - ~ EEO issues such as: anti-discrimination; harassment; sexual harassment; work place bullying and the associated complaint processes available in each instance.
  - ~ Legislative changes and amendments with the potential to impact or affect program/service delivery and design – for example, minimum standards, privacy legislation and principles.
  - ~ Introduction of new initiatives within the sector or in another sector area that has the potential to impact on the services/programs CHSS provides – for example, training, conferences, and workshops.
- Identify and discuss any inter-agency or intra-agency relationship issues or problems.

- Identify and discuss any professional development/training needs of the employee or carer. These need to be relevant to program areas or for career advancement and growth.
- Ensure practices and behaviours are consistent with:
  - ~ legal requirements;
  - ~ organisational policies and procedures;
  - ~ codes of conduct;
  - ~ obligations under funding agreements – e.g. performance measures such as targets in program or placement;
  - ~ continual quality improvement measures or standards, such as minimum standards in home based care or residential care; SAAP self-evaluation reviews;
  - ~ ethical standards;
  - ~ organisational philosophies, vision, values and purpose statements.
- Assist in identifying, preventing and managing occupational stress issues (employee/carer burnout) and potential or actual work practice errors;
- provide the opportunity for feedback and/or discussion on areas such as:
  - ~ identification of employee/carer strengths/weaknesses;
  - ~ showcase successes and examine what worked well;
  - ~ program related issues;
  - ~ personal issues that have the potential to impact negatively on work practice and relationships either within the workplace or with clients or other agencies (the raising of these issues is entirely at the discretion of the worker);
  - ~ any other items of interest or issues that the employee/carer or the supervisor identify as being relevant and important to work practice and performance.

## 2.0 Policy Intent

The intent of this policy and its associated procedures is to:-

- Ensure all employees and carers are provided with regular and effective supervision.
- Ensure all employees and carers are aware of, and understand, the purpose and principles of supervision.
- Ensure all employees and carers are aware of their rights and responsibilities in relation to supervision.
- Ensure all employees and carers are aware of the rights and responsibilities of their respective supervisor.

## 3.0 Rights and Responsibilities:

- Supervision will occur within the framework outlined in this policy document.
- CHSS will provide professional development for supervisors to enable them to offer all elements of supervision.
- Supervisors will provide all elements of supervision in the first instance.
- A Supervision **WORKPLAN** reflecting the framework will be negotiated and signed by all parties to the supervision.
- In instances where the supervisor or supervisee believes that all elements of supervision cannot be provided internally, CHSS will provide access to external supervision.<sup>1</sup>

## 4.0 Principles that underpin CHSS' Supervision model

- Consistent with the *Children, Youth and Families Act 2005 (Vic)*, the best interests of the child or young person is paramount;
- Supervision is mandated at CHSS;
- All CHSS employees and carers require supervision to ensure best practice;

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<sup>1</sup>In instances where external supervision is provided, external supervisors must be appropriately accredited and insured and be a member of a relevant professional body.

- Supervision is a shared responsibility;
- Supervision supports the underlying principles of:
  - ~ Competency/ Informed practice
  - ~ Support
  - ~ Accountability
  - ~ Communication

## 5.0 Application

- This policy and its associated procedures apply to all employees and carers of CHSS.

## 6.0 Policy Statement

- 6.1 All employees and carers will be provided with **regular** and **effective** supervision. This means:
  - 6.1.1 Employees will be provided with supervision on a **regular monthly** basis.
  - 6.1.2 Supervision will include an **Annual Performance Appraisal**.
  - 6.1.3 All Supervision will include a **Professional Development Plan (PDP)**
  - 6.1.4 Carer supervision will be provided by the nominated ACP worker and occur on a **fortnightly basis**.
  - 6.1.5 If a regular supervision meeting needs to be altered – for example, where the supervisee/supervisor cannot attend the supervision meeting – a new meeting date/time must be arranged as close as possible to the original date/time set down.
  - 6.1.6 Monthly supervision will not be used to address discipline issues.
  - 6.1.7 Additional supervision will be scheduled to address any concerns relating to discipline matters.

- 6.2 Effective supervision:** For supervision to be ‘effective’ it must produce a result expected by all parties to the supervision.
- 6.3** Effective supervision is about supporting employees and carers in the management of their roles and responsibilities at CHSS, and in the work/life/family overlap.
- 6.4** Effective supervision is supported by the following principles:
- **Communication:** Listening skills; effective sharing of information, knowledge, and expertise; and confidentiality. Ensuring all employees and carers are informed about CHSS' plans, goals, objectives, and how the individual fits into the big picture at CHSS.
  - **Trust:** Openness, respect, reliability, fairness, honesty and integrity. Providing and receiving supervision based on trust has the benefit of offering consistency, non-discrimination, a non-blaming culture, well considered decisions, encouragement, approachability and transparency.
  - **Sensitivity:** Supervision creates an environment of understanding that allows for compassionate decision-making. An environment of understanding that offers balance in the work/life/family circumstances of CHSS' employees and carers. For example:-
    - ~ Compassion and sympathy with personal issues;
    - ~ a general appreciation of the uniqueness of each person within CHSS;
    - ~ Life/family/work problems to be handled sensitively.
  - **Recognition:** Rewarding people for what they do well and ensuring others within CHSS know about their achievements.
  - **Support:** Providing sufficient resources to enable employees to do their work without undue stress and unreasonable time constraints.
- 6.5** Any written supervision agreement must be mutually agreed upon, include long-term development objectives, and be periodically reviewed.

- 6.6 Because of the **CONFIDENTIAL** and **SENSITIVE** nature of supervision files and documents, strict control will be applied to the security and storage of employee and carer supervision documents.
- 6.7 Employee and carer supervision notes will be stored for the same length of time as is required for all other employee/carers records – for a period of seven (7) years after the employee/carers has left CHSS.
- 6.8 Supervision will be a **HIGH PRIORITY** at CHSS, reflected in the workloads of both the supervisor and the supervisee.
- 6.9 CHSS will provide opportunities for the further development of the Supervisor's knowledge and skills as they relate to supervision.
- 6.10 Conflict resolution procedures will be in place to negotiate situations where the relationship between the supervisor/supervisee is difficult.
- 6.11 Supervisors will have significant and relevant practice experience and will undergo appropriate training in supervision.
- 6.12 New employees will receive at least 1 hour of uninterrupted supervision per fortnight throughout their 3-month probation period of employment.

## **7.0 Practice Guidelines**

- 7.1 All CHSS employees and carers will have a nominated supervisor.
- 7.2 All Employees and carers will have a written contract mutually agreed upon with his/her supervisor.
- 7.3 This contract will cover supervision times and duration of supervision, content of supervision, expectations of supervision, and workload agreement.
- 7.4 The supervisor will document all supervision sessions.
- 7.5 It is the supervisor's responsibility to ensure an accurate account of each session is recorded.
- 7.6 It is the supervisor's responsibility to ensure that all supervision notes are secured in a lockable and access restricted filing cabinet or other facility that allows for security and restricted access.

- 7.7 Should an issue or problem arise that requires urgent attention, the employee will contact his/her respective supervisor to arrange an additional supervision session.
- 7.8 Carers are to contact ACP employees to arrange additional supervision sessions.
- 7.9 In the event that unresolvable conflict or irreconcilable differences arise between the employee/carer and that person's supervisor, the person to whom supervision is provided can request another supervisor be allocated.
- 7.10 This request must go through the CEO for assessment and approval.

Corienne Krich

*Chief Executive Officer  
Central Hume Support Services Inc.*

**CHSS SUPERVISION CONTRACT**

**Supervisor:**

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**Supervisee:**

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**Date of Contract:**

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**Supervision day and time:**

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**Supervision will consist of:**

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**Expectations of Supervision: (to be filled in by person receiving supervision)**

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**Expectations of Supervision: (to be filled in by Supervisor)**

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**Signed: (Supervisor)**

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**Signed: (Supervisee)**

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**PROFESSIONAL DEVELOPMENT PLAN**

**Supervisee's Learning Goals:**

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
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**Timeframes:**

**Date of Review of Supervision Contract & Professional Development Plan (at least annually):**

**Comments:**

Staff member being supervised:

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**Signed: (Supervisor):**

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**Signed: (Supervisee):**

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**Suggested Prompts for Supervisors**  
(These can be added to where required)

Elements	“What”	“How”	“Who With	“When”	Measures
<b>Competency/ Informed Practice</b>	<p>Identify areas that enhance the worker’s competence</p> <p>Appreciate the worker’s expertise</p> <p>Identify skills</p> <p>Identify skills willing to share with others</p> <p>Reflect on work</p> <p>Identify areas to strengthen/ ways to do so</p>	<p>Develop a skills audit / checklist of expertise</p> <p>Prioritise developmental needs – identify ways to improve these skills</p> <p>Reflective practice on previous work – what was successful/ unsuccessful – how to improve</p> <p>Constructive feedback from supervisor</p>	<p>Supervisor to develop plan initially, then training may take many forms – courses/ professional reading/ setting up a mentor</p>	<p>Monthly for reflective practice but professional development program may be over a 12 month period</p>	<p>Evidence of skill development</p> <p>Evidence of participation in PD activity</p> <p>Enhanced confidence in areas of identified skill development need</p>
<b>Support &amp; Recognition</b>	<p>Identify what support is needed to do the job</p> <p>Identify where that support may be provided</p>	<p>Formal sessions of supervision</p> <p>Informal sessions</p> <p>Incidental peer supervision with workers undertaking similar roles</p>	<p>Supervisor</p> <p>Team/ Team Leader/ Colleague/s</p>	<p>Monthly</p> <p>As the opportunity arises</p> <p>Set occasions –</p> <p>Team meetings</p>	<p>The ability to complete work within set time frames</p> <p>Job satisfaction</p> <p>High/low morale</p> <p>Awareness of support networks</p>

<p><b>Accountability</b></p>	<p>Identify how work performance will be determined</p> <p>Clarification of position description – understand roles / responsibilities</p> <p>Performance related to organisation / program policies and procedures</p> <p>Program’s statutory responsibilities</p>	<p>Documentation</p> <p>Anecdotal info</p> <p>Observation</p> <p>Data – targets / satisfaction surveys</p>	<p>Supervisor</p>	<p>Monthly</p>	<p>Work achieved</p> <p>Targets met</p> <p>Positive feedback</p> <p>Satisfaction levels high</p>
<p><b>Communication</b></p>	<p>Information disseminated around the program/ worker/ organisation</p> <p>Opportunity to have input</p> <p>Opportunity to respond</p> <p>Time to ensure policies and practices new and old are understood</p> <p>Two way process</p> <p>Consultation and briefing around organisational developments</p> <p>Issues around difficulties experienced – colleagues / organisation</p>	<p>Supervision sessions</p> <p>Meetings</p> <p>Intranet</p>	<p>Supervisor</p> <p>Team</p> <p>Organisation/ employees/Networks</p>	<p>Formal and informal supervision</p> <p>Planned and unplanned meetings</p>	

*Record of Supervision*

Date	Name	Summary of Discussion	Action

*Supervision Workplan*

Date:

Area	Discussion	Action
<b>Competency/Informed Practice</b>		
<b>Support &amp; Recognition</b>		
<b>Accountability</b>	Program Performance Supervision of Employees Budget Program Responsibilities Data	
<b>Communication</b>	Program Organisation-wide Externally	

*Other Comments:*