



SUPERVISION, PROBATION AND APPRAISAL POLICY

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Policy Statement

The Outdoors Group recognises the crucial role that Supervision, Probation and Appraisal (SPA) plays in the development of a skilled, accountable and supported workforce. It is an essential requirement for the delivery of high quality and effective services to the individuals we support and educate and ensures that we equip and support staff to be the best that they can be in terms of carrying out their roles and duties.

Regular, planned and competent Supervision is a requirement for all members of staff working within the organisation. As such, all staff will have a named Supervisor (usually their Line Manager) and should be supervised on a regular basis.

All new employees joining the organisation will be subject to a Probationary Review meeting, this will take place within six months of their start date. If the Company is satisfied with their overall work performance and conduct, their continuing employment will be confirmed, should their performance not be satisfactory then the probation period may be extended or their employment terminated with the required notice.

In addition all employed staff will have an annual Appraisal which will work in conjunction with the Supervision process.

Scope

This policy applies to all employees and workers of The Outdoors Group.

Please note that for the purposes of this policy the term Delivery Staff refers to those employees and workers who work directly with our service users.

Principles of the Policy

The following key principles are fundamental to the Supervision, Probation and Appraisal Policy:

- All delivery staff should be supervised as a minimum every half-term by a named Supervisor. Non-delivery staff can expect to receive supervision at least termly.
- Employed staff will have their Probation review six months after starting with the company.
- Employed staff will receive their annual Appraisal after their Manager has been appraised themselves, usually during the Summer Term.
- For employees, throughout the appraisal year, Supervisors will collate information which will contribute to their annual appraisal.
- During the appraisal session the information collated during the past year will be discussed and summarised and more in-depth feedback on performance will be provided.
- SPA meetings will be conducted in an anti-discriminatory manner and all Supervisors within the organisation are required to be skilled and comfortable working with cultural, gender, racial, religious, disability, age or sexual orientation differences.
- The result of the appraisal meeting will be a personal development plan, detailing the person's objectives for the coming year. This plan will then be discussed and monitored through the supervision process during the next year.

- Each member of staff will have a personal development file, which will hold the SPA records and other information relevant to the individual, held by the Supervisor. This will be manual or electronic as preferred by the Supervisor.
- A copy of all SPA records will be retained by the HR Team on each worker's master Personnel file.
- If either the Supervisor or Supervisee feels that the relationship has broken down, or feels vulnerable in the relationship, or if the boundaries have become unclear, the Supervisor's Line Manager or the HR Team should be contacted.

Supervision

It is important that Supervision is a two-way process that provides honest feedback on individual performance and supports and nurtures the professional development of staff to ultimately improve the performance of the organisation. Supervision is not just about the actual meeting or the process by which it is carried out, but it is also about the quality of the content of discussion and the relationship between the Supervisor and Supervisee. It is in the interests of both Supervisor and Supervisee to work towards establishing a purposeful relationship that develops honesty, trust and the recognition of individual needs.

The Outdoors Group will ensure that all Supervisors have the necessary knowledge and skills to supervise and will provide training as required.

It is essential that procedures are supportive and that the Supervisee is supported to be involved and empowered in the process. At the outset of supervision, the Supervisor must explain to the Supervisee the purpose of Supervision. Both parties should then discuss their respective responsibilities and frequency of meetings.

The frequency of supervision for delivery staff should be at least once every half term or more frequently where necessary. For non delivery staff supervision should be held at least termly. For employees one of these supervisions should be carried out as an annual performance appraisal.

Planning

- Supervision should be set in advance at a time that is convenient for both Supervisee and Supervisor. The time should be private and free from disruption or distraction. Consideration to rota demands and service need must be given to ensure that supervision times do not conflict with duty of care or needs of the school/service.
- Prior to the supervision the Supervisee should reflect on the duties and their performance in relation with their role as detailed in the job description.
- Prior to the supervision, the Supervisee should complete the *Staff Pre-Supervision Form* and be asked to consider any particular points or aspects of his/her practice that would benefit from closer reflection or discussion.
- Where appropriate the Supervisee should be advised of any particular areas of concern that the Supervisor wishes to discuss or review at the supervision. This should be presented to the Supervisee within the context of continuous improvement and not as a punitive step (areas of concern or challenge must be discussed within a positive

culture of feedback and support and in such ways that enables the concern to be explored and ways of addressing challenges identified and agreed. All concerns must be factually discussed and an agreed action plan to address concerns/support improvements implemented).

Carrying out Supervision

The Supervision process broadly has 4 stages:

- Collecting facts - this is where the Supervisee and Supervisor discuss performance and examine evidence of how the person has performed/carried out his/her duties against what is expected.
- Developing the issues - this is where the Supervisee and Supervisor examine performance/ assess facts collected against standards as detailed in Job description, individual objectives or improvement action plans; identifying areas of good performance as well as areas for improvement or development.
- Determining actions - this is where the Supervisee and Supervisor in collaboration agree on the actions needed to facilitate continuous improvement or to address skills or performance gaps.
- Explore how the person feels about the supervision and agreed actions - this is where the Supervisor ensures that agreed plans have been discussed within a context of continuous improvement and that Supervisee is assured of continued support to work toward agreed objectives or follow agreed development plans.

Items to be covered in supervision may include:

- Review of previous supervision minutes and agreed actions
- Aims and Objectives of service
- Policies and procedures (as directed by organisational or service updates, or Supervisee need)
- Health and Safety Matters
- Education standards and Inspection /audit action plans relevant to the Supervisee's area of work
- Individual service user needs and personal outcomes (for delivery staff and management)
- Learning and development (eg training, learning, CPD required)
- Skill Share (any skills, experience or training the worker is happy to share with colleagues)
- Action, improvement or development plans pertaining to the service
- Contracts and Budgetary updates (for Senior Managers)
- Resource and people management matters (for Senior Managers)

Probationary Reviews

All employees will be subject to a six month probationary period. In addition to the supervision schedule, which begins as soon as the employment starts, the Line Manager will meet with the employee for a Probationary Review. This meeting should be used to formally evaluate the performance and progress of the new employee during the initial period of employment, and for appropriate action to be taken where performance or

progress is unsatisfactory. This must be completed at an appropriate time within the employee's probationary period, allowing for support and training to be implemented as required.

Prior to the Probationary Review Meeting both the Line Manager and the employee should review the previous supervision notes and actions.

There are three outcomes to a probationary review:

- Probation completed, employee working satisfactorily
- Recommendation to extend the probationary period, with detailed agreed actions to support successful completion
- Recommendation that the employment is terminated

All recommendations will be reviewed at the monthly HR meeting for Director decision and outcomes communicated in writing to employees and copied to managers.

If an urgent decision is required, the manager will discuss with HR who will, where required, arrange an urgent review with Directors.

Appraisal

The intention of the appraisal session is to review employee performance over the previous year and to plan objectives for the next year.

The appraisal session should be conducted in the same manner as the supervision session in relation to timing, location and advanced notice for the individual, although for the appraisal it is recommended that at least four weeks notice be given.

The appraisal session should essentially be an opportunity to summarise the discussion about the individual's performance and development over the past year and progress achieved. In all cases, there should be no 'surprises' for the individual during the appraisal session.

Like supervision, good planning and preparation is necessary for an appraisal to be effective. An appraisal date should be set at least four weeks in advance, with the Appraisee being provided with a copy of their job description and the *Employee Pre-Appraisal Self-evaluation Form*. The self-evaluation form should be completed by the Appraisee and brought to the appraisal meeting. This document will detail how the Appraisee views his/her performance against defined job description and any individual objectives or plans that have been agreed.

During the appraisal meeting both the Appraisee and Appraiser (usually the Line Manager) will go through the job description, the completed self-evaluation form and will examine information that reflects how the individual has performed. The Appraiser will provide feedback as line manager on how the individual has performed and will identify strengths, successes, and areas of development.

During the planning/preparation and the appraisal meeting itself, consideration should be given to the following:

- Performance against Job Description

- Fulfilling of roles and responsibilities
- What has gone well?
- What has gone less well?
- Strengths
- Areas for development
- Knowledge and skills
- Training and professional development needs
- Attitude and commitment to the Company's Mission, Vision and Values
- Time management
- Teamwork
- How performance has impacted service users and services and the aims and objectives of the organisation/service area for the coming year

Recording, Storage and Access

Recording

Notes of all supervisions will be recorded using the *Staff Supervision Record*, notes of Probationary Reviews will be recorded using the *Employee Probation Review Form*, and notes of the Appraisal session will be recorded using the *Employee Appraisal Record Form*. The recordings will confirm that sessions have taken place and what has been discussed. Any areas of performance that are being carried out successfully or giving cause for concern will be detailed. Both the worker and Supervisor/Appraiser/Line Manager are required to sign and date the record forms as a true and accurate record of the discussions that have taken place.

In most cases, it will be possible to agree what should be recorded, but where there is any disagreement this must also be recorded and signed.

A signed copy of all forms should be provided for the worker, the HR Team and by the Supervisor/Appraiser/Line Manager. It is recommended that the worker keeps the original recording.

Storage

All SPA notes must be stored in a secure and safe area. HR will keep a copy on the worker's personal file in a locked cabinet. A copy must be kept in the worker's personal development file (be this manual or electronic) and kept securely by the Supervisor/Line Manager. Worker's are equally responsible for the safe storage of their copy.

When the Worker leaves the organisation all supervision and appraisal notes should be forwarded to HR for filing.

Access to Records

Access to SPA records is available to:

- The Worker (who may request supervised access at any time)
- The Supervisor/Appraiser/Line Manager
- Senior Managers (for the purposes of monitoring and/or investigatory processes only)
- Human Resources (for the purpose of identifying company wide trends and CPD needs, to inform Adult Provision Team of requirements and skills)

- The content of the file may be shared with Regulatory Bodies as part of the inspection process or as necessary during any investigation.

The worker's personal development file is a continuous record and so should be transferred to any new manager if the staff member transfers to another service or job within the organisation.

Training and Continuing Professional Development

Training

All workers must undergo mandatory training as required by their specific job role to meet regulatory requirements. This should be undertaken prior to their start date or during the induction process, as appropriate and refreshed/renewed as per regulatory guidelines.

During the SPA process, training needs (either essential or non-essential/complementary) will be identified and any training with associated costs (including staff cover where required) must be referred by the Line Manager to Human Resources for funding approval. These requests should be made by email to hr@outdoorsgroup.co.uk.

All non-essential training requests will be discussed at the monthly HR meeting and HR will advise managers and workers the decision on funding.

If training is authorised and attracts a cost in excess of £300, then HR will draw up an *Employee Agreement to Deduct from Pay*. This agreement states that the employee agrees to continue to work for the company for an agreed length of service, or must repay the cost of their training on leaving the organisation, in line with the following timescales:

Cost of Training	Length of Continuous Service Required
< £300	None
£300 - £999	1 year
£1000 - £1999	2 years
£2000 +	3 years

All staff who participate in non-essential/complementary training are required to complete a training evaluation form for discussion with their Line Manager during their next SPA meeting, these forms should be attached to the record of their next SPA meeting and a copy forwarded to the HR Team.

The HR Team will regularly communicate with the Adult Provision Team regarding all training completed/approved and will share the feedback received on the training evaluation forms so they can use these to guide the development of an annual company training programme.

Continuous Professional Development

During the SPA process the member of staff (or their Line Manager) may raise aspects of practice that they wish to explore further or be upskilled in.

During the follow up phase of the SPA meeting, these will be highlighted by HR to the Adult Provision Team who will use these to guide the development of bespoke CPD

sessions for individuals/teams and a needs-led annual CPD programme across the organisation.

Confidentiality

The discussions and recordings undertaken within supervision and appraisal are confidential. However, it is important to accept that confidentiality has limits.

For example:

- Neither party can withhold information which might include disclosures of illegal activity or behaviour which contravenes organisational policies and procedures or professional Codes of Practice, in particular, where there is suspicion of abuse or actual abuse has taken place.
- Access to recordings can be made available to line managers as part of the organisation's auditing process. During the monitoring of records, the frequency and content will be reviewed to ensure that supervision and appraisal is supportive.
- Where the staff member is the subject of investigation, supervision and appraisal records will be made available at the request of the investigating officers. Records can be made available when a formal grievance is being investigated.
- Discussions held within supervision and appraisal sessions are confidential and must not be discussed with any other party unless both parties agree that something can be shared, which may be in the best interests of other parties.

Date issued/reviewed/amended: 28th April 2020

Signature of Director or Company Secretary:

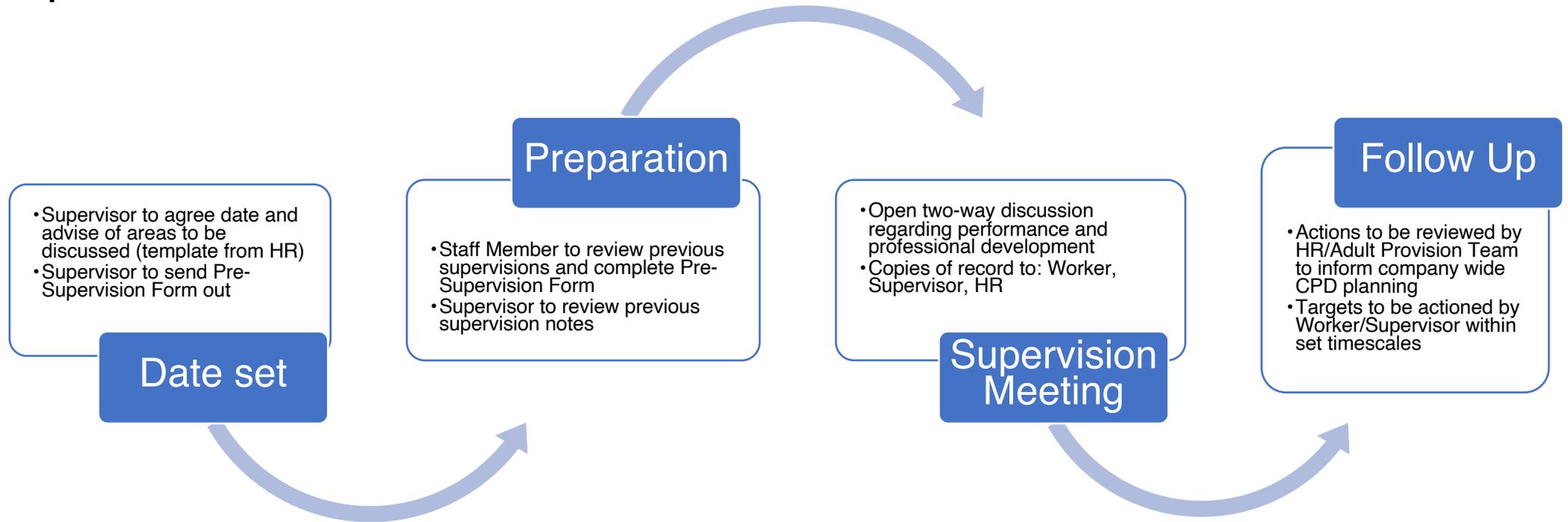
A handwritten signature in black ink, appearing to read 'Shevek Pring', written in a cursive style.

Name: Shevek Pring

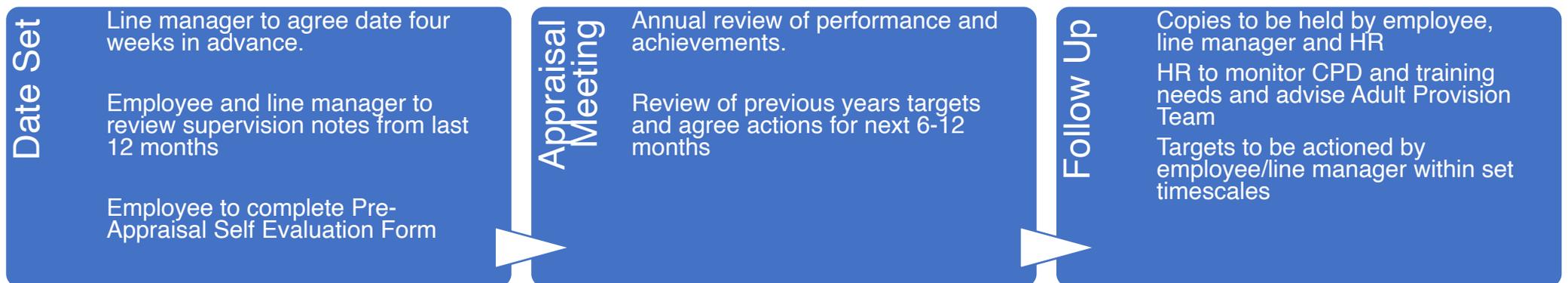
Review date set: 1st April 2021

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Appendix A Supervision Flow-Chart



Employee Appraisal Flow-Chart



Appendix B Employee Appraisal Flow-Chart

