

Supervision Practice Guidance

Introduction

What's Changed?

At Our Best: Swindon Borough Council (SBC) have launched a new Values and Behaviours Framework '[At Our Best](#)' with a focus on staff having regular 1:1s (My Performance Conversations) and appraisals (Performance Development Reviews).

In Adults we are in a really good position to take this forward as we already meet regularly with staff and our supervision conversations mostly deliver what we are being asked to do in a 'My Performance Conversation' – this being:

- Recognising the importance of regular conversations
- Focus on staff wellbeing
- Conversation about performance
- Learning and development and setting objectives

In Adult Services, My Performance Conversations will be referred to as 'Supervision'. We have made some changes to align our supervision policy and templates with the corporate changes and requirements. The key change in the supervision template is evidencing how we meet expected behaviours – which is everything we do to bring our values to life and supports us to measure our development and introducing the setting of objectives in supervision.

Why has it changed?

SBC recognises that everybody plays a vital role in delivering our vision so regular conversations about performance are vital in order that we can continue to deliver our best. Some departments in SBC were only meeting with their staff to discuss performance and development when it was time for their annual and mid-point appraisal.

This guidance document offers direction to supervisors and practitioners alike in the supervision conversation and completion of the new supervision paperwork.

Practice Guidance

Role Types A/B/C

The way in which SBC expect people to demonstrate behaviours depends on the types of roles they do. The role types are described below.

When you use the new supervision framework for the first time you and your supervisee need to discuss where you believe their role sits in terms of their role type – these descriptors are aimed to show development and are not attached to a grade.

Role type A - Typically roles that have no direct reports

Role type B - Roles that have single or multiple reporting, up to and including WMT, or specialists without direct reports

Role type C - Roles with high spans of control/influence with multiple reporting lines, up to and including WMT and Director Groups

Summary since last supervision

This is the place where you reflect on key headlines of the past month/6 weeks to include wellbeing and support, the highs and lows – celebrating success, what's worked / got in the way and any continuing professional development undertaken in this time reflecting upon learning opportunities and impact on practice.

Supervisory responsibilities (if applicable):

This is the place to discuss the supervisory / line management responsibilities of the person receiving supervision. To include two elements:

1. How are they doing as a supervisor and do they need any support?
2. Key information on how supervisees are doing.

Workload Discussion

People I am working with (if applicable)

This part is for practitioners who hold a caseload. This is the place to discuss the number of people your supervisee is working with. This information can guide the conversation in the Caseload / Workload Reflective Discussion section below where you can explore any blockers and support required.

Reflective Discussion – People, projects and workload

This is the section where both supervisor and supervisee will come prepared with the cases/work/projects that they would like to reflect on. This section will enable the supervisee to have structured opportunities for critical reflection on their practice. In this section the supervisor will ensure that the supervisees work is undertaken to a satisfactory standard in the context of legal frameworks, strategies, policies and procedures and theory. The supervisor will ensure professional judgements and decision-making is clear and evidence based.

Actions

This is where the supervisee and supervisor will check progress against previous actions and discuss the actions that need to be taken before the next supervision. Be clear who is responsible for the action and set a date.

Link to behaviour (Delivering Performance and Results, Collaborating and Innovating, Leading Self and Others)

In this section you will reflect on whether any of your discussion relating to cases/work/projects reflect the behaviours (for the relevant role type). You do not have to evidence a behaviour for every discussion point, it's about where it is appropriate and applicable to the conversation. The behaviours are at three levels, Acceptable, Good and Exemplary, there will be an appendix in the supervision template so you can refer to them live in supervision.

Levels (Acceptable, Good, Exemplary)

We can develop and demonstrate each of our behaviours at three levels. Each level is a building block on the previous one. So, if someone is demonstrating "Exemplary" they must also display that behaviour at "Acceptable" and "Good" levels. This continues as the role types progress, For example, the "Acceptable" behaviour for role type B is the same as the "Exemplary" for role type A. "Exemplary" behaviour for role type B is "Acceptable" for role type C and so on. If someone is "Exemplary" this means they have reached a point in their role where you, the person and others believe they have the ability to progress to future available vacancies. This allows us to build on our continuous best practice to sustain a level of excellence in our current/preferred role and also look to any progression aspirations we may have in the future.

Feedback

This section is where you as the supervisor utilise feedback on the supervisee's practice constructively including recognition of good work and identification of learning needs to support development and progression. Feedback can be from people with lived experience, audits, observations, colleagues, key stakeholders, complaints and compliments.

This is also an opportunity for the supervisee to provide feedback to the supervisor.

Performance, Learning and Development

This section is where you and your supervisee agree and set performance and/or learning and development objectives. Think about the caseload/workload/projects reflective discussion, have you identified any areas where there is potential for development? Objectives can be wide ranging and could include: areas where the supervisee needs to develop their practice knowledge, skills, competence or confidence. Objectives could also be related to the teams KPI's, managing absence, improving wellbeing, IT skills, managing relationships, leadership. There should be no more than 5 objectives set at any one time. The supervisee may just have 1 or 2 key objectives they are working on at any one time. Where possible objectives should link to your team plan and KPI's.

The objectives should be smart:

Specific, Measurable, Achievable, Relevant, Time specific

An example objective is detailed below.

Performance, learning and development SMART Objectives (Max 5)					
What (<i>what do I want to achieve</i>)	How (<i>Actions you will take to meet the objective</i>)	When (<i>When do you want it to be achieved by</i>)	Link to behaviours (DP&R, C&I, LS&O)	Progress	Completed Date

<p>E.g. I want to be more confident undertaking risk assessments.</p>	<ul style="list-style-type: none"> • Read a good example of a risk assessment & read the risk assessment policy/guidance feedback in November supervision 23 • Shadow college X undertaking a risk assessment by December 23 • Undertake a risk assessment with person Y with support of X (joint visit) by December 23 • Have a direct observation undertaking a risk assessment by February 24 	<p>March 24</p>	<p>Delivering Performance and Results</p>	<p><u>Each supervision the supervisee should provide progress update on how they are meeting the objective.</u></p>	
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Sign off

Ensure that the record of supervision is shared via email and that the supervisor/supervisee confirms via email they agree with the record made. Documents should then be stored electronically in accordance with the Supervision Policy.

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