

Merton Mencap

**Supervision & Appraisal
Policy**

June 2011



Merton Mencap
SUPERVISION & APPRAISAL
POLICY & PROCEDURE

This policy and procedure has been adopted by Merton Mencap through its Executive Committee which remains responsible for its review.

Original signed version is kept at the Merton Mencap office.

Signed: _____ Date: _____

Name: _____

Chair of Executive Committee

Signed: _____ Date: _____

Name: _____

Chief Executive

Record of adoption and review of this policy and procedure:-

Adopted: 16 September 2009
Reviewed: 2 June 2011

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Introduction

Staff and staff member includes Merton Mencap employees, bank workers and volunteers.

Supervision is a regular meeting involving staff and their line manager or point of contact (referred to hereafter as the *line manager*) to discuss ongoing personal and organisational performance and objectives. Supervision does not replace the need for regular communication between the line manager and their staff.

An appraisal is a periodic review by the line manager of staff's overall performance against pre-agreed targets and objectives. New goals and objectives will be set at this time. It is also an opportunity to discuss training needs and role within the charity.

It is the line manager's responsibility to advise staff of the date of supervision and appraisal meetings and to give adequate notice of them.

1. Supervision

- 1) All Merton Mencap staff will have regular supervision with their line manager.
- 2) The frequency of these meetings will depend on the role of each member of staff and the number of hours they work but, in general, supervision should occur as follows:-
 - For staff who work regularly, including in the office or on projects running during term time or all year round, supervision will take place each quarter
 - For staff who only work seasonally, such as during the holidays, supervision should take place as the relevant projects manager feels appropriate, but no less than annually
- 3) The line manager should establish ground rules for supervision meetings. Guidance for these ground rules can be seen in **appendix 1**.
- 4) Line managers are responsible for keeping a record of supervision meetings, which matters have been discussed and any agreed actions, by completing the '**Merton Mencap Supervision Form**' (see **appendix 2**). The line manager should provide a copy of this record to the staff member. The line manager is responsible for monitoring the progress of the agreed actions at subsequent supervision meetings.

5) Supervision records are the property of the charity, not the individual. The line manager may need to discuss the content of supervision sessions with others (e.g. their own line manager) but this should be done with the knowledge of the member of staff.

6) The line manager will store the records of supervision meetings at the Merton Mencap Office, in line with Merton Mencap's *Data Protection, Confidentiality and Security of Information Policy and Procedure*.

7) Occasionally, other people may require access to supervision records, such as:

- Managers providing cover in the absence of the line manager
- The Chief Executive or Chair of Trustees, for quality assurance purposes
- Investigating officers, for disciplinary purposes
- Inspectors

2. Appraisal

1) All Merton Mencap staff will have an annual appraisal or review with their line manager. The annual appraisal or review may include:

- a review of past and present performance
- an assessment of staff training needs
- a clarification of the charity's objectives
- an opportunity for the staff or volunteer to raise questions and concerns
- an opportunity for the line manager to set objectives (key performance indicators) for the next period

2) Appraisals should be recorded using the appropriate appraisal form **(see appendix 3 & 4)**.

3) It is the line manager's responsibility to ensure an accurate record is made of the appraisal, by using the Merton Mencap appraisal form. The employee has an opportunity to add their final comments on the form, in the relevant section, before the line manager and the employee sign the document.

4) It is the line manager's responsibility to monitor the progress of any actions agreed at the appraisal, by checking these at subsequent supervision and appraisal meetings with that member of staff.

5) The line manager will store the records of appraisal meetings in line with Merton Mencap's *Data Protection, Confidentiality and Security of Information Policy and Procedure*.

6) Other people may require access to the appraisal document. These may include:

- Managers providing cover in the absence of the line manager
- The Chief Executive or Chair of Trustees, for quality assurance purposes

- Investigating officers, for disciplinary purposes
- Inspectors

7) Merton Mencap is committed to supporting staff. The principles of staff support are detailed in **appendix 5**.

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Appendix 1 Ground rules of supervision

The ground rules for any supervisory relationships may vary depending on the nature of the work and preferred style of the line manager. Therefore, some or all of the following should be established and noted on the first supervision form:

- A confirmation of the frequency, duration and location of meetings
- A confirmation of the purpose of supervision – e.g. performance management, support, exploring training needs, review of workload, file/case reviews
- A confirmation of how supervision meetings will be recorded and actions monitored
- Limits of authority of line manager – e.g. when they need to refer decisions to the Chief Executive

Line managers make clear to the person they supervise that supervision meetings have the following purpose:-


- To ensure staff know what is expected of them
- To ensure staff are aware of and implement Merton Mencap's Standards, Policies and Procedures and Code of Conduct(s), with particular regard to health and safety and safeguarding
- To ensure staff carry out their duties effectively and efficiently
- To ensure good practice and to challenge and manage poor practice
- To identify training requirements and assist in the continuous professional development of staff
- To ensure staff are supported and that they know who to go to in the event of a problem
- To monitor the agreed actions from the appraisal meetings

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Appendix 2

Merton Mencap Staff Supervision Form

Name of staff:	Date:
Name of supervisor:	
Supervision agreement (if first supervision meeting) or progress from last supervision:	
Matters arising / discussion points and actions: Safeguarding – any matters arising/concerns/training required: Health & Safety - any matters arising/concerns/training required: Other training requirements:	
Positive About Disabled People:	
 <p><i>Merton Mencap has been awarded the 'Positive About Disabled People' kite mark which reflects the charity's commitment to equal opportunities and disability legislation through its policies, procedures and practice. This section should be used to show the assistance the charity is providing to an employee, if they have disclosed a disability:-</i></p>	
Date of next supervision:	

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Appendix 3

Appraisal Form

Name
Address

Date

Dear

I am writing to confirm the date of your annual appraisal.

Your appraisal will take place on:

Date & time

As you may know, the general purpose of an appraisal is to discuss your role, review performance and set objectives for the next period. It is also an opportunity for you to air your ideas about your job, the charity and discuss your future plans.

This year, I would be grateful if you would prepare for the meeting by completing the questions on the 'Appraisal Preparation' form, attached. Please bring two copies of this to your appraisal – I will also email you this document.

Yours sincerely

Name of line manager
Position

Enc.



Merton Mencap
Appraisal Preparation

Name:
Position:
Date of Appraisal:

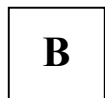
General

1. What aspects of your job interest you the most?
2. What particular aspects interest you the least?
3. What areas of your job do you think you are particularly good at?
4. Which tasks do you think you feel you could perform better?
5. What are your aspirations for the year ahead?

Orientation Questions

1. What do you think is the most significant part of your job?
2. How do you make sure you provide the highest quality service?
3. How do you think your job compares with others within the Merton Mencap?
4. What have you achieved since the last appraisal/since joining Merton Mencap?
5. What additional skills/experience/knowledge do you want to develop?
6. How do you think your colleagues see you?
7. What really motivates you?

Signed: _____ **Date:** _____



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Appraisal Form

Name:

Date post taken up:

Job Title:

Appraisal completed by:

Date of Appraisal:

Targets set at last appraisal:

Results required:

Results achieved:

C					
		Very Good	Good	Satisfactory	Requires Improvement

Job Knowledge <i>(what needs to be done and how to do it)</i>					
Comments					
Application & Motivation <i>(Energy & Commitment to Task)</i>					
Comments					
Planning & Organisation <i>(Managing Time & Resources)</i>					
Comments					
Judgement & Decision Making <i>(Problems Analysis & Implementation)</i>					
Comments					
Dependability & Reliability					
Comments					
Staff Motivation <i>(Leadership; Getting the best from Staff)</i>					
Comments					
Ability to relate to & Communicate with					
• <i>Service Users</i>					
• <i>Colleagues</i>					
• <i>Line Manager</i>					
• <i>Other Agencies</i>					
Comments					
Other					

D

Identified training needs

Main results required over next appraisal period (Action Plan)

Summary – (Main points of the appraisal discussion)

Include a discussion around safeguarding, health and safety and equal opportunities:-

Employee comments

Positive About Disability



Merton Mencap has been awarded the Disability Symbol by the Job Centre Plus. This means we are committed to the following five principles:-

- We will interview all applicants with a disability who meet the minimum criteria for a job vacancy and we will consider them on their abilities
- We will ensure there is a mechanism in place to discuss, at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities
- If employees become disabled, we will make every effort to make sure they stay in our employment
- We will take action to ensure all employees develop the appropriate level of disability awareness needed to make these commitments work
- Each year, we will review our five commitments and what we have achieved, and plan ways to improve on them

Has the employee disclosed any health conditions or disabilities which require support?

Date of next supervision:

Date of next appraisal:

Signatures:

Appraiser: _____

Date: _____

Staff: _____


Date: _____

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Appendix 4

Appraisal Form (bank staff/volunteers)

Name of staff: Name of supervisor:	Date:
Review of the year:	
Matters arising / discussion points and actions: Safeguarding – any matters arising/concerns/training required: Health & Safety - any matters arising/concerns/training required: Other training requirements:	
Positive About Disabled People:  <i>Merton Mencap has been awarded the 'Positive About Disabled People' kite mark which reflects the charity's commitment to equal opportunities and disability legislation through its policies, procedures and practice. This section should be used to show the assistance the charity is providing to an employee, if they have disclosed a disability:-</i>	
Date of next supervision:	

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Appendix 5

Merton Mencap - principles of staff support

Merton Mencap recognises that staff will perform better, be more motivated and provide the highest possible standard of services with the support of their line management.

Principles of staff support:

- Communicating the charity's values, needs and expectations to staff
- Being open to suggestions from staff about how Merton Mencap might develop and improve
- Valuing and praising good work and encouraging creative innovation
- Assisting staff with their personal development
- Working with staff to manage change
- In instances where work is not up to the required standards, tackling this promptly and constructively
- Recognising staff may have needs and responsibilities outside of work and assessing how these impact on performance

These principles can be achieved if line managers:-

- set a good example to staff
- set clear and achievable targets and standards
- monitor work fairly and regularly
- give regular, constructive feedback on performance, recognising good work and raising any concerns
- provide staff with regular opportunities to discuss their work, through supervision
- give staff regular opportunities to communicate with their line manager about any concern or suggestions