

Performance Management Policy – Supervisions and Appraisals

All paid staff receive regular supervision which encourages them to think about the quality of their practice. They receive formal appraisals once a year.

A structured performance management process, which incorporates supervision and appraisal, along with programmes for professional development, plays a significant part in the retention and wellbeing of staff and the quality of provision. Effective performance management will assist in achieving organisational, professional and personal goals.

Performance Management:

The process of setting performance expectations, objectives and goals, monitoring progress, measuring results, and appraising and rewarding or correcting employee performance.

Supervision:

Supervision is a planned, accountable, two-way process, which should support, motivate and ensure all practitioners develop good practice.

Appraisal:

Appraisal is a more formal process involving the setting and reviewing of a practitioners performance over a period of time e.g. six months to a year; re evaluation of set objectives, re-evaluation of their job description; recognising their strengths; identifying areas for improvement and identifying how training needs will be met.

The difference between supervision and appraisal

Supervision is the regular disciplined contact between a supervisor and their supervisee in which to check progress and to prioritise individual tasks; to provide and seek guidance and support; to identify areas of work that need improving.

Appraisal is the framework within which supervision is conducted. It allows job and individual development objectives and plans, with milestones, to be agreed for ongoing review through supervision.

High quality performance management is one of the most important elements in ensuring positive outcomes for children and their carers who use early years quality services. It also has a crucial role to play in the development, retention and motivation of the MSF staff team.

What are the purpose and benefits of supervision and appraisal?

For the organisation/setting:

To assist the supervisee to understand the organisational values, where the organisation/setting is going and how they contribute to these;

To make sure children and their carers receive a quality service;

To ensure implementation of policies and procedures;

To improve internal communication;

To share responsibility;

To assist in staff retention;

To lower rates of grievances, sickness and complaints;

To ensure that the practitioner meets the organisation and settings objectives and standards;

To promote clear communication between the organisation and the practitioner;

To ensure that the practitioner has a manageable and appropriate workload; and

To adhere to the EYFS Statutory Framework and as a means to ensuring best practice

For the professional/practitioner:

To ensure that the practitioner is clear and competent about his or her role, responsibilities and accountabilities;

To reflect on, analyse and evaluate their practice;

To set, agree and review SMART (specific, measurable, achievable, realistic timely) goals and objectives;

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Reviewed October 14

- To provide constructive feedback;
- To ensure consistency of practice;
- To value and appraise the practitioner's work;
- To promote the health and well being of the practitioner;
- To understand their role in the children's workforce;
- To set clear boundaries;
- To build self confidence;
- To identify learning needs;
- To improve team working; and
- To increase transparency and openness

Supervisions will be recorded:

- To keep a record of what was discussed and actions agreed;
- To keep a record of any matters of disagreements;
- To benchmark and audit the quality of supervision;
- For performance management of staff.

At the end of each session, both supervisor and supervisee should sign and date the recording sheet to confirm its accuracy. Each party will keep a copy of the recording sheet. The supervisor's copy will be kept in personal staff files.

Confidentiality

It is important for staff to be comfortable in discussing all aspects of their work. Although this is a confidential document, it is also an organisational document which does not belong solely to the supervisor and supervisee. Others can access the supervision record under the following conditions:

- Auditing;
- Grievance;
- Discipline;
- Internal/external inquiry;
- Complaints.

Frequency of supervision:

This depends on a number of factors: The experience of the worker; the individual's support needs; and where there is a performance issue.

In general staff that work term time and holidays will have termly supervisions.

Staff who only work during the summer and/or Easter holidays will have a supervision 6 months from their annual appraisal.

New employees, apprentices, trainees, volunteers and those practitioners where there is a performance issue may need more frequent supervision.



Malvern Special Families Record
of Supervision

Name of Supervisee:			
Date of supervision:			
Name of Supervisor:			
	Issues Discussed	Actions/Notes	Due by
	Any training and development needs identified	Actions/Notes	Due by
	Support required from line manager	Actions/Notes	Due by

Date and time agreed for next meeting:	
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Supervisee Signature:	Date:
Supervisor Signature:	Date:

Malvern Special Families expects all staff to take part in regular supervision sessions.

The main purposes of the supervisory process are:

- To ensure that the worker is fulfilling their responsibilities to the expected standards;
- To provide support to the worker; and
- To identify the professional development and learning needs of the worker.

Supervision sessions will typically:

- Take place termly for staff working term times and holidays, less frequently if appropriate for seasonal staff.
- Last not longer than 15 minutes.
- Be uninterrupted, unless by prior agreement.
- Be held in a club setting, in a room which is quiet and ensures privacy.
- Be booked in advanced and then given priority over commitments whenever possible. If a supervision date has to be altered by either party, a new date and time should be fixed straight away.