

# Management Supervision Policy and Procedure

## Ratification Process

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Approved on and by:	June 2016 Joint Consultation and Negotiating Partnership (JCNP)
Ratified on and by:	March 2017 C&P CCG Remuneration and Terms of Service Committee.
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Review date:	January 2021

## Cambridgeshire & Peterborough CCG Management Supervision Policy and Procedure

### Document Control Sheet

<b>Development and Consultation:</b>	This policy was developed by the CCG HR team and consulted upon with senior managers and staff representatives. This policy has been approved through the Joint Consultation and Negotiating Partnership (JCNP).
<b>Dissemination</b>	All new and updated policies and procedures are notified to senior managers via email for dissemination to their staff. Notification is also sent to all staff via the bi-weekly staff newsletters.
<b>Implementation</b>	All staff and managers. Line managers have an additional duty to authorise in accordance with the policy.
<b>Training</b>	The CCG HR team will organise to inform managers of this policy.
<b>Audit</b>	The CCG HR Team will hold a database of all policies and a reminder will be sent when a policy is due for renewal.
<b>Review</b>	This policy will be reviewed by the CCG HR Team and JCNP every two years, unless an earlier review is required e.g. due to changes in legislation or in NHS direction.
<b>Links with other documents</b>	This policy should be read in conjunction with:  CCG Appraisal Policy and Procedure CCG Capability at Work and Unsatisfactory Performance Policy and Procedure CCG Probationary Periods Policy

## **Cambridgeshire & Peterborough CCG Management Supervision Policy and Procedure**

### **Revisions**

<b>Version</b>	<b>Page/ Paragraph no.</b>	<b>Description of change</b>	<b>Date approved</b>
2	Page 2, document control sheet	Updated to include CCG Probationary Periods Policy and Procedure	07/2016
2	Page 6, section 4.3.2	Updated to include reference to the frequency of meetings for new employees in their probationary period.	07/2016
2	Appendix One	Updated to include new CCG Vision Values & Priorities	01/2017
2	Appendix One	Updated to include new CCG Vision Values & Priorities	01/2018
2	Appendix One	Updated to include new revised Item / Action What's on your mind? Questions you may want to ask are.	01/2019

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## Contents

<b>Section</b>	<b>Page</b>
1. Introduction	5
2. Purpose	5
3. Procedure	5 - 6
4. Record Keeping	6
5. Frequency of Meetings	6
5. Review and Monitoring	6
6. Appendices	
Appendix 1: Management Supervision One to One Record	7 -

# Cambridgeshire & Peterborough CCG Management Supervision Policy and Procedure

## 1. Introduction

- 1.1. Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) understands that in order for employees to deliver their roles and duties all staff have the right to regular management supervision with their line manager, in order to receive feedback on their performance and guidance on any work they are undertaking.
- 1.2. The CCG is committed to ensuring that time and facilities are available to ensure this takes place and that it is recorded and monitored. In line with the CCG's Probation Policy and Procedure face to face supervision sessions should happen on a regular basis during the probationary period so that staff know what is expected of them and at the end of this period a first appraisal should take place.
- 1.3. This policy and procedure applies to all staff, regardless of hours worked or working pattern.

## 2. Purpose

- 2.1. This policy outlines the requirements for all staff and line managers to undertake management supervision on a regular basis and provides procedural guidance on how to achieve this and documentation for the recording of supervision meetings.
- 2.2. The purpose of this procedure is to define the role and purpose of management supervision, to provide practical information to support implementation, and provide the documents to facilitate implementation.

## 3. Procedure

- 3.1. Management supervision is the process by which staff are:
  - a. supported to perform to the best of their abilities and fulfil their potential;
  - b. receive regular structured feedback on their work;
  - c. provided with the opportunity to discuss any issues with their manager on a regular basis;
  - d. held accountable for their work performance and meeting their objectives.
- 3.2. This process is an integral part of the CCG annual appraisal process and it should be managerial, educative and supportive. It should allow regular discussion and feedback.
- 3.3. The topics to be discussed at management supervision should include:
  - a. discussion of the workload and any implications for meeting deadlines;

- b. the individual's skills, knowledge and competences in supporting their development and agreeing evidence towards their annual appraisal;
- c. the individual's sickness absence record;
- d. mandatory training requirements and if these have been met;
- e. offer support to the individual in carrying out their role.

#### **4. Record Keeping**

4.1. One to one supervision meetings will be recorded using the Management Supervision One to One Record Form in Appendix 1. The form will be completed at the meeting and signed by both the line manager and the employee. One copy will be placed on the employee's personnel file and one copy will be retained by the employee.

#### **5. Frequency of Meetings**

5.1. Supervision meetings should be arranged every four to six weeks with each meeting lasting at least an hour. For newly appointed employees, or employees requiring additional support, the frequency and duration of meetings may be increased.

5.2. In line with the CCG Probationary Periods Policy and Procedure, face to face supervision sessions should happen on a regular basis during the probationary period so that new employees to the CCG are set objectives and understand what is expected of them. At the end of the probationary period, a first appraisal should take place, and the employee's objectives reviewed as appropriate.

#### **6. Review and Monitoring**

6.1. Line managers are responsible for reviewing their management supervision practices on an annual basis. This should feed into the Appraisal process to identify any learning needs.

## Cambridgeshire & Peterborough CCG Management Supervision Policy and Procedure

### One to One Record

Employee Name	
Manager's Name	
Date of One to One meeting	

CCG Vision:

**Cambridgeshire and Peterborough CCG will work in partnership to improve quality of care, to develop healthy communities through change and innovation, making wise decisions about how we use the resources available to us.**

How do your achievements this month link to the CCG vision?

### CCG Corporate Objectives 2018:

Item / Actions Discussed Corporate Objective 1 ❖ Delivering the Financial Plan for 2018-2019	Actions Agreed (Comments)	By Whom (initials)	Date
(copy your personal objective from your appraisal paperwork related to corporate objective 1)			

<b>Item / Actions Discussed Corporate Objective 2</b> ❖ Delivering the Improvement Plan for 2018-2019 and beyond.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 2)			

<b>Item / Actions Discussed Corporate Objective 3</b> ❖ Delivering national must dos and service priorities set out in the National Planning Guidance.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 3)			

<b>Item / Actions Discussed Corporate Objective 4</b> ❖ Ensuring clear oversight of patient safety and quality.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 4)			





<b>Item / Actions Discussed Corporate Objective 5</b> ❖ Ensuring robust governance arrangements are in place to ensure the CCG delivers its statutory duties.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 5)			

<b>Item / Actions Discussed Corporate Objective 6</b> ❖ Ensuring delivery of robust engagement and communications plans to support delivery.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 6)			

<b>Item / Actions Discussed Corporate Objective 7</b> ❖ <b>Health and Safety</b> -Take action to improve own and others health and wellbeing.	<b>Actions Agreed (Comments)</b>	<b>By Whom (initials)</b>	<b>Date</b>
(copy your personal objective from your appraisal paperwork related to corporate objective 7)			



Item / Actions Discussed	Actions Agreed (Comments)	Progress/update	By Whom (initials)	Date
Personal Objectives; Workload & Priorities review:				
Positive Feedback including achievements :				
What's on your mind?  Questions you may want to ask are: (See below).				
Personal Development Plan update:				
CPD Development Record:				
Mandatory Training review:				
Health and wellbeing discussion:				
Sickness absence review:				
Any thing else you may want to record?				
Employee Signature			Date	
Manager Signature			Date	

**What's on your mind example questions.....**

**Question #1: When you travel to work each day, what things do you look forward to?**

Probing Questions: What do you like most about working here? What parts are the most challenging? What do you like least about working here?

**Question #2: What are you learning from working here?**

Probing Questions: Is there anything else you'd like to be learning here but are not? How do you learn best? By doing? By observing? By attending training? Do you feel like you can advance your career here if you want to?

**Question #3: What do you enjoy about your work / what makes you stay?**

Probing Questions: Is that the only reason? How much does the type of work you do impact your decision to stay? How much do you stay because you like working with our customers? Our team?

**Question #4: When was the last time you thought about leaving our team? What prompted it?**

Probing Questions Does this still concern you? On a scale from one to ten with ten being "I'm staying for the foreseeable future" and one being, "I'm leaving ASAP," how would you rate your intention to leave? What's the single most meaningful action I could take to address this issue?

**Question #5: What can I do to make your experience at work better for you?**

Probing Questions What should I do more of? Less of? What do I do that frustrates you? Is there anything I do that strikes you as particularly unfair or unreasonable? Do you feel like I truly hear your concerns when you have them?

