

BATTLE SCARS CIO SUPERVISION POLICY AND PROCEDURE

Policy information	
Organisation	Battle Scars
Scope of policy	Applies to volunteers and employees of the organisation.
Policy operational date (original)	06/02/18
Policy prepared by	Jenny Groves – CEO
Date approved by Board	15/01/24
Reviewed on Reviewed by	06/01/24 Jenny Groves - CEO
Amended	Yes
Policy review date	By 31/01/26 Every 2 years.
Distributing	This policy will be available on the Battle Scars website. It will be a requirement for all trustees and staff to read the policy after appointment or after its review. A summary of all relevant policies will be included in the volunteer handbook with clear signposting to the full text. Volunteers will be kept up to date with any changes that might affect their role.
Introduction	
Aim of Policy	To explain the role of supervision in promoting the wellbeing of the Battle Scars organisation and all who work there whether paid staff or volunteers.
Definition	Supervision is an accountable process which supports, assures and develops the knowledge, skills and values of an individual, group or team. The purpose is to improve the quality of their work to achieve agreed objectives and outcomes. In Battle Scars this should optimise the capacity of service users and volunteers to lead fulfilling lives.
The importance of supervision	<ul style="list-style-type: none"> • Battle Scars believes that all staff and volunteers are entitled to receive support to help them with their work. One major way of providing support is through supervision. Supervision is important as a means of promoting managerial accountability. It also offers staff, volunteers and their managers the opportunity to acknowledge achievements, plan action together, improve motivation for improved individual and organisation performance and identify problems. • Staff and volunteer supervision should always be carried out as effectively as possible so that both parties (the person offering the supervision and the person receiving it, the “supervisee”) gain from the experience and process. These guidelines for good practice will enable both parties to approach supervision in a more focused and proactive manner.

	<ul style="list-style-type: none"> • Staff and volunteer supervision is a two-way process which promotes accountability and staff and volunteer support and development. Both parties involved in the supervision process should be committed to making supervision worthwhile, positive, honest, objective and unbiased. The needs of the individual and the organisation's as a whole should be taken into account. Openness, fairness, equality and trust in the supervision process are vital. • Supervision should be a positive experience for all and should take place regularly (see <i>Frequency of supervision</i> below). If managers are not supervising their staff and volunteers, they are omitting a key function of management.
Policy	
Battle Scars supervision set up	<ul style="list-style-type: none"> • Battle Scars offer combined managerial and clinical supervision to volunteers. The option to split this down is available depending on the volunteer's needs and wishes. • Group supervision will be provided to volunteers with similar roles and needs as an extra session. The aim of group supervision is to assist volunteers in learning good practice from their peers by sharing experiences and ideas. • Only formal clinical supervision is offered to the CEO. Managerial supervision is informally provided by the board of trustees. • Clinical supervision is offered to the trustees. • Supervision is compulsory for all volunteer and paid roles. Attendance at group volunteer supervision is encouraged but is not compulsory. • Repeated failure to attend or repeated postponing of supervision will result in: <ul style="list-style-type: none"> ○ the volunteer not being allocated further work until supervision has taken place; ○ the employee facing disciplinary action.
Key functions of supervision	<p>The key functions of supervision are to:</p> <ul style="list-style-type: none"> • support; • motivate; • develop; • communicate the organisational culture, ethos, values and objectives; • achieve accountability and control; • monitor agreed tasks; • communicate key information; • offer feedback on performance; • ensure that practice is of the standard required; • ensure volunteers and employees are well equipped to provide a high quality, safe service; • ensure volunteer's and employee's learning and development is agreed, supported and monitored; • ensure that decisions are made in accordance with Battle Scars policies and procedures; • ensure volunteers and employees follow policies and procedures;

	<ul style="list-style-type: none"> • explore personal development; • address any issues of ability, age, culture, economic or social background, ethnic origin, gender, language, level of understanding, race, religious and political beliefs and sexual orientation, which arise in the context of the supervisory relationship. Supervision notes reflect that these issues are addressed; • contribute to the shaping and developing of Battle Scars; • discuss personal issues impacting on work allocated.
Regular, set supervision	<p>Volunteers:</p> <ul style="list-style-type: none"> • Ideally the manager or volunteer leader informally monitors the work and wellbeing of the individual continuously. Due to the nature of the Battle Scars volunteering programme this is not possible as the work may be home-based and/or contact with the volunteer may be sporadic in between supervision. This makes regular, set supervision essential in order to monitor progress as well as look at current specific issues. <p>Staff:</p> <ul style="list-style-type: none"> • Ideally the manager monitors the work and wellbeing of the staff on a continuous basis. This is more complicated with employees working from home so regular contact is essential.
Topics for supervision	<p>Supervision is the opportunity to:</p> <ul style="list-style-type: none"> • check and discuss progress on existing work; • cover each area of work related to the job role; • explore role responsibilities; • review / update / amend the volunteer role description; • recognise achievements and mention positive feedback; • discuss any concerns about the task; • discuss any concerns about performance or conduct; • discuss any concerns about working relationships; • discuss any health & safety issues; • discuss any personal health issues (essential with volunteers and staff with existing health conditions, especially mental health); • identify training needs; • personal development. <p>Compulsory agenda topics:</p> <ul style="list-style-type: none"> • wellbeing; • data protection; • safeguarding • health and safety; • equality/harassment; • learning, development and support; • agreed tasks; • performance feedback. <p>Other topics could include:</p> <ul style="list-style-type: none"> • review of last supervision and any tasks set; • difficult situations; • personal issues around self-harm; • any positive feedback from service users or colleagues; • any negative feedback from service users or colleagues;

	<ul style="list-style-type: none"> • any issues with relations with volunteers, colleagues or service users; • management issues; • equality and diversity issues; • annual leave/toil (staff only); • any other matters.
Expectations & preparation	<p>The supervisor will:</p> <ul style="list-style-type: none"> • have an excellent understanding of the purpose of the organisation and its work; • be fully briefed on key and ongoing matters; • be prepared for the supervision session by reading the volunteer's role description or employee's job description, previous supervision notes if available or if not, the person's application focusing on the sections relating to abilities, desirable and undesirable tasks (volunteers) and health information if provided. <p>The supervisee will:</p> <ul style="list-style-type: none"> • be prepared for the supervision session by reading previous supervision notes (if available), having spent some thought on their training or other needs and any issues they wish to bring to the session; • will engage with the supervision process.
Frequency of supervision	<ul style="list-style-type: none"> • For volunteers, individual supervision will be held either every 3 or every 6 months depending on the role. This is clearly indicated in their role description. • Certain volunteer roles have a 3-month probation period. Formal supervision will be held at the end of this period but informal supervision will take place more frequently, for example, for the role of group facilitator informal supervision will be offered after every group session. • For the CEO, clinical supervision will be held every 1-2 months. In cases when it's delayed, it should take place within 4 months of the previous supervision. • For staff on probation, supervision will be held at the end of each probation period (e.g. the 3, 6, 12-month points). After the end of the probation period, official supervision will take place every 3 months. In some cases, supervision can be more frequent upon mutual agreement. • Supervision is not subject to cancellation and is only postponed in exceptional and unforeseen circumstances, with the agreement of both parties. Any postponed session must be reconvened at the earliest opportunity. • Emergency supervision can be requested by volunteers or staff. The manager should try to arrange this as soon as possible following the request.
Session specifics	<p>Supervision will:</p> <ul style="list-style-type: none"> • be planned in advance; • if face-to-face, be held at a time and venue agreed by both parties;

	<ul style="list-style-type: none"> • if face-to-face, take place in an environment which affords privacy and where arrangements have been made to avoid interruptions; • if virtual, be arranged for a convenient and suitable day and time and the Zoom link must be sent to the volunteer/staff in advance. • If by phone, be conducted bearing in mind confidentiality and privacy. • be structured - based on the Battle Scars Supervision record (see <i>Appendix 1</i> below); • relate to the person's role / job description; • be flexible so that topics can be added as well as flexible regarding its length (but no longer than 2 hours).
The supervisor's responsibilities	<p>The supervisor will:</p> <ul style="list-style-type: none"> • be aware where improvement has taken place, progress has been made and/or lessons have been learned; • structure the supervision session in a way appropriate for the person being supervised and it will be conducted in a relaxed and clear manner; • ensure nothing is missed or forgotten; • help develop staff and volunteers to meet deadlines if required; • give the volunteer or staff the time and space to express themselves; • ensure the supervision is supportive, motivational, promotes diversity, deals with personal challenges, professional boundaries, personal and work-related issues; • actively listen and give constructive feedback; • make notes and define action clearly.
Record keeping	<ul style="list-style-type: none"> • The supervision notes will be agreed (and amended by mutual agreement if required). They will be offered to the volunteer (a copy will be sent by email to those who want it) and provided to the employee by email. If not face-to-face, it must be noted that they were agreed during the meeting. Volunteers who requested a copy are advised to keep them while staff need to keep them. A copy will be placed in the volunteer's or employee's file. • Access to volunteer and staff files will be limited to essential access only.
Outside supervisors	<p>A suitable trained / qualified outside supervisor may be commissioned to undertake the clinical supervision of senior staff and trustees.</p>
Issues arising	<p>Where issues with the supervision process cannot be resolved between the supervisor and supervisee, the board of trustees will be involved (ideally the Chair and/or Vice Chair) in order to achieve resolution on the basis that reasonable efforts have been made to openly and honestly address issues by the supervisor and supervisee.</p>
Policy review	

Responsibility	It is the responsibility of the CEO to review this policy unless the task has been delegated to an appropriate volunteer or employee before the policy review date.
Procedure	All volunteers and employees can have input in this policy's review via their supervision.
Timing	The review must be completed within a month of the review date.

Appendix 1 – Supervision Record

Name of Volunteer / Employee / Trustee and Role	
Name of Supervisor and Role	
Date of Supervision	
Start and End Time	
Supervision Location	

Agenda Items	
<input type="checkbox"/> Wellbeing (incl. self-harm) <input type="checkbox"/> Role description revision (volunteers) <input type="checkbox"/> Learning, Training and Development <input type="checkbox"/> Agreed Tasks <input type="checkbox"/> Performance Feedback <input type="checkbox"/> Support <input type="checkbox"/> Leave (staff)	<input type="checkbox"/> Personal aims & how BS can help (vol) <input type="checkbox"/> Data Protection <input type="checkbox"/> Safeguarding <input type="checkbox"/> Health and Safety <input type="checkbox"/> Equality/harassment etc. <input type="checkbox"/> Policies (updates/revisions/new) Other:

Matters discussed, decisions reached, agreed tasks	Action (By Whom)	Timescale

Signed Signed by Supervisor

Date, Time and Location of Next Supervision