

HUMAN RESOURCES MANAGEMENT

Supervision

7-22

Policy

Each employee of the Department of Children and Families (DCF) shall be provided with supervision, in accordance with this policy and the Practice Guide that is specific to his or her area of practice.

Supervision shall be undertaken as a collaborative process focused on four major goals:

- 1) ensuring the quality of service provided;
- 2) ensuring that administrative tasks are completed accurately and in a timely way;
- 3) providing support to employees in their jobs as they face work-related challenges; and
- 4) helping employees to grow and develop their skills.

Definitions

"Employee" means all persons employed by DCF for remuneration.

"Supervisee" means the employee receiving supervision from an employee of a higher grade assigned by DCF in accordance with Department of Administrative Services official job classifications who has responsibility for implementing the provisions of this policy and the appropriate Practice Guide.

"Supervision" means a formal, professional relationship in which the supervisor has authority and oversight responsibility for the work and work life of the supervisee. Though supervisors are held accountable for services delivered by their supervisees, supervision is a collaborative relationship in which supervisees hold responsibility, as well, for effectively fulfilling their job duties.

"Supervision file" means that file maintained by the supervisor to document the content, duration and date of supervisory sessions.

"Supervisor" means the employee to whom a supervisee reports and from whom the supervisee receives direction on a regular basis and who completes the supervisee's service ratings, including a person so designated by management to perform these functions in the absence of the regular supervisor. Employees may receive supervision from more than one individual depending upon the nature of their assignment.

Supervision Procedure

Supervision of staff at all levels and in all job functions shall be undertaken to:

- ensure and improve the quality of services delivered by DCF;
 - provide support to employees in the successful completion of their job duties; and
 - assist employees in their professional growth.
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Supervision Procedure (continued)

In order to meet these expectations all supervisors shall comply with the Practice Guide for their supervisees. This shall include providing supervision at the frequency, length and in the format set forth in the Practice Guide. The supervisor shall be responsible for reviewing the requirements of the Practice Guide for supervision with each supervisee, at the commencement of supervision and as needed throughout the supervisory relationship.

Supervisory sessions shall be based upon a written agenda for the session and shall cover those issues set forth in the Practice Guide as well as other issues specific to the supervisee that require discussion or attention. These issues may include:

- performance concerns;
- learning needs and opportunities for continuing education;
- any concerns they have about their jobs;
- relationships with other employees;
- other parts of their work life;
- the supervision they are receiving; or
- specific supervisory decisions.

Supervision is to be approached as a collaborative process that includes a professional and respectful exchange of ideas and concerns that will lead to the enhancement of services and professional development.

In all cases, the purpose of supervision is to focus on work-related issues. Although there may be times when supervisees wish to discuss personal issues that are impacting their work, the supervisor shall maintain the professional relationship and not engage in providing therapy or counseling to supervisees. In these cases, the supervisor shall provide information to the supervisee about resources available to assist with those problems, including information about the Employees Assistance Program (EAP).

Documentation/ Supervisory Files

Supervisory sessions shall be documented upon completion of the session in an individual supervision file.

The file shall contain:

- a copy of the agenda for the session ([DCF-4101 Supervision Session Agenda](#));
- notes regarding direction given and response of the supervisee;
- any follow up needed.

Issues raised by the supervisee shall be documented in the same manner.

Supervision files may be maintained electronically or as hard copies, but in all cases must be retained in a confidential manner, inaccessible to other employees.

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Documentation/ Supervisory Files (continued)

Supervision files shall be used to guide the preparation of the supervisee's performance evaluation.

Documentation shall be preserved for a minimum of two evaluation cycles or longer should there be pending issues that may require reference to the documents contained therein.

Should a supervisee be reassigned to another supervisor, the supervision file shall be forwarded to the new supervisor for retention.

Documentation reflecting supervision undertaken in the current rating period shall be used in completion of the performance evaluation.

Managers or others responsible for evaluating compliance with this policy and the Practice Guide for supervision shall have access to supervisory files to make such determinations. The results of these reviews shall be incorporated into the evaluation of supervisory skills of the supervisor in the performance evaluation process.
