

ST. LEONARD'S COMMUNITY SERVICES

Function: Human Resources
Policy: Appendix 8 Staff Fund Deduction Acknowledgement Form
CMHO Standard(s):
Approved:

ST. LEONARD'S COMMUNITY SERVICES

Function: Human Resources
Policy: Appendix 10 – Staff Supervision Model
CMHO Standard(s): S.D.1.1, S.D.1.2, S.F.1.3, M.C.1.7, M.C.1.8,
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Appendix 10



STAFF SUPERVISION

MODEL

APPROVED – April 2010

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STAFF SUPERVISION MODEL

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STAFF SUPERVISION MODEL

PURPOSE

Staff supervision is essential to ensure effective communication and problem solving between all staff and their Supervisors. This mutually supportive relationship connects all staff to one another for the purpose of achieving professional and Agency goals.

HISTORY

The Staff Supervision Model training curriculum emphasizes the Agency's commitment to fostering a supportive relationship with all staff through the use of supervision.

In 1990, training in the Dellcrest Model of Supervision for Human Services was first offered to staff. As a result of that training, St. Leonard's Community Services developed the Staff Supervision Model to ensure standard practices in supervision throughout the Agency. Further, in 1998, a cross-functional team was put together to develop the Staff Supervision Model training curriculum. Current revisions to the Model are required to meet evolving Agency needs.

The Staff Supervision Model embraces Carl Rogers' client centred approach that stresses a supportive relationship in order to foster learning and personal growth. His approach is based on communication, support, respect and honesty within a mutual relationship which are also key elements in this Agency model.

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PRINCIPLES OF STAFF SUPERVISION

As defined in the Agency Planning and Evaluation Model, the Human Resources Function refers to the recruitment, orientation, training, professional development, supervision, safety and evaluation of staff, students and volunteers. Staff are recruited to perform both “organizational” and “service” responsibilities.

Organizational Responsibilities

Organizational responsibilities are those duties which require staff to be a “team player”, supporting the Agency through adherence to organizational values, beliefs and policies, through co-operation with co-workers, involvement on teams, through a commitment to ongoing professional development and through positive representation of the Agency in the community.

Service Responsibilities

Service responsibilities are those duties for which staff are hired to perform on behalf of their clients, other staff and the community.

Through the Staff Supervision Model, staff report to his/her Supervisor on any matters that pertain to his/her job responsibilities. Supervision also clarifies and communicates the differences between negotiable and non-negotiable issues:

- Negotiable issues may include day to day routines, schedules, activities and performance evaluation.
- Non-Negotiable issues include policy, standards and regulations. Non-negotiable issues can only be changed through presentation of draft policy changes to the Board of Directors via the Management Team. Staff may present draft policy changes to his/her Supervisor for submission to the Management Team.

Nature of the Relationship

For the mutually supportive supervisory relationship to be effective, the following interpersonal elements must be demonstrated by both staff and Supervisor at all times:

1. **Concrete** - Be clear, concise and specific.
2. **Honest** - Be genuine and open with each other.

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3. **Empathetic** - Listen and understand each other's position.
4. **Respect** - Accept and treat each other in a dignified professional manner.

ROLES DEFINED

The Staff Supervision Model is designed to promote productive working relationships. Therefore, all staff of the Agency have responsibilities to ensure co-operative team work:

- Commit to and model Agency vision, mission and values.
- Support Agency organizational responsibilities.
- Fulfill service responsibilities as outlined in job description.
- Demonstrate respect and trust.
- Take pride in his/her work and be committed to excellence.
- Strive to resolve conflict with other staff before involving Supervisor.
- Value and recognize quality work.
- Listen and be responsive to staff morale.
- Share information.

The supervisory relationship will support staff in the fulfillment of day to day job responsibilities, provide opportunity for regular discussion and feedback and develop the annual performance evaluation. In order to achieve this, clearly defined roles are established as follows:

Role of the Supervisor

- Ensures that staff receive initial orientation and ongoing training in the use of the Staff Supervision Model.
- Ensures compliance with Agency and program policies and procedures.
- Articulates Agency values and inspires staff to achieve Agency goals.
- Ensures that regularly scheduled supervision meetings occur.
- Clarifies roles and collaborate with staff to determine their annual planned outcomes and planned activities.
- Provides training, direction, support and assistance.
- Delegates responsibility and authority and empower staff to make decisions and take initiative.
- Carries out disciplinary actions when necessary.
- Recruits and selects staff.
- Develops annual performance evaluation in collaboration with staff.

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- Supports decision-making and helps staff resolve controversial or difficult issues related to clients and/or service delivery.

Role of Staff

- Commits to continuous professional development.
- Collaborates with his/her Supervisor to determine planned outcomes and planned activities.
- Supports the Supervisor.
- Brings forward controversial or difficult issues related to clients and/or service delivery in an effort to improve/ensure ethical practice.

COMPONENTS

Structure

Supervision ensures accountability between the staff and his/her Supervisor and provides a forum to monitor the fulfillment of job duties as set out in the job descriptions and the staff's planned outcomes. A key process of Supervision is regular, ongoing meetings between staff and his/her Supervisor. Supervision provides support and feedback for staff both formally or informally.

Informal Supervision

Informal supervision is spontaneous and unscheduled time for staff to discuss items with his/her Supervisor that cannot wait until formal supervision. Appropriate items are those that need to be discussed immediately such as a situation requiring immediate information sharing, problem solving or an observation of violation of policy.

Formal Supervision

Formal supervision is regularly scheduled, in advance, to provide staff and his/her Supervisor with an undisturbed time to meet. Supervisors will schedule a minimum of one hour per supervision meeting. Duration of meetings may vary based on need. Full time staff will have formal supervision at a minimum once monthly. Part time staff, volunteers and students will have formal supervision at a minimum bi-monthly. Additional supervision meetings will be requested by the Supervisor or staff should the need arise. These meetings are mandatory and staff will be paid for attending or receive lieu time, if applicable. Meetings are held in a private location and interruptions are avoided. If an instance arises where supervision may need to be interrupted, staff will be advised, in advance, of the interruption.

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Staff and his/her Supervisor each bring an agenda listing items for discussion to the supervision meeting. Supervision time is structured to provide the staff with the opportunity to present his/her agenda first and the Supervisor's agenda will follow.

Formal supervision is documented to record the content of the meeting as well as the next meeting date by using Supervision Notes. Both the staff and the Supervisor sign the notes, the staff retains the original and the Supervisor receives a copy. Staff Supervision Notes may be recorded by the staff or the Supervisor. These notes will form the basis of annual performance evaluations.

Staff Supervision Notes will be maintained on file by the Supervisor for a period not to exceed two years. Staff may retain his/her own copies of Staff Supervision Notes for as long as they wish.

When a staff is transferred to a new Supervisor, a 3-way supervision meeting is arranged with the staff, the original Supervisor and the new Supervisor. Staff Supervision Notes are taken to support the transfer to the new Supervisor. The staff's past Staff Supervision Notes remain with the original Supervisor for a period of one year following the change in supervision, at which time the notes are destroyed by the original Supervisor.

In the event a staff's Supervisor leaves the Agency, past Staff Supervision Notes will be maintained by the Service Director head for one year.

Communication

Communication between all levels of management and staff is key to the smooth and effective operation of the Agency. The Staff Supervision Model ensures that there is an avenue for two-way communication flow.

Supervision time belongs to both the staff and Supervisor. There is a mutual responsibility to bring agenda items to the meeting to be discussed.

In order to resolve potentially difficult or conflict situations, impromptu informal supervision will occur to support decision making that arise in service delivery. These may include situations involving ethics, health and safety, emergency and/or policy. These situations can be reviewed in formal supervision to reinforce processes for positive outcomes.

Between formal supervision meetings, communication is maintained by way of staff meetings, written memos, emails, face to face conversations and telephone calls.

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Planning

The Staff Supervision Model is a fundamental step linking staff goals to Agency goals.

Each year, using the Planning and Evaluation Model, planned outcomes and planned activities are established for the Agency, indicating resources, indicators and measurement methods as related to the Agency's short and long term goals. Each department then establishes an Operating Plan using this model to support the outcomes and activities of the Agency. The departmental planned outcomes and planned activities will be reflected in staff's goals in his/her Annual Performance Evaluation (see Planning and Evaluation Model).

The Staff Supervision Model allows regular discussion to evaluate progress against agreed upon goals, professional development activities and job performance. Professional development can include enhancement of academic status, inservice and external training. (see HR Policy #6-270 Professional Development).

Annual Performance Evaluations are carried out on or about the anniversary date the staff commenced work in his/her current position. The staff, Supervisor, Manager and Service Director review and sign performance evaluations and a copy is maintained in the staff's Human Resources file. Staff will receive a signed copy. (see HR Policy 6-280, Performance Evaluations)

Confidentiality

Supervision provides an opportunity for staff to discuss confidential information. Confidential information is defined as private and/or personal information which staff and their Supervisors entrust to one another. All items raised in supervision are to be kept confidential unless or until they interfere with fulfilling service or organizational responsibilities.

In the event that personal matters which are being held in confidence begin to interfere with a staff's job responsibilities, it may not be possible for the Supervisor to continue to maintain confidentiality.

Confidential information may be shared with others when:

- 1) The Supervisor believes that it is in the best interest of the staff and/or the Agency;
- 2) The Supervisor believes the information shared by the staff constitutes a violation of the law or Agency policies;

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- 3) The Supervisor believes the information shared by or behaviour of the staff would place other staff, clients or the Agency at risk.

Under such circumstances, information will only be shared with other staff who require and are entitled to the information by virtue of his/her job responsibilities. Whenever possible, staff will be advised in advance by his/her Supervisor if confidential information is to be shared with others.

Problem Solving and Conflict Resolution

An integral and crucial element of working in a team environment involves effective communication and conflict resolution. When faced with a conflict/issue involving a co-worker, Supervisor or Agency policy the problem solving model noted below should be used in order to help resolve the issue.

Stop and Think

What is the problem? Describe it (who, what, when, where and why.)

Problem Identification

Describe the problem. Be clear and specific.

Gathering Information

Get all facts.

Alternatives

List possible solutions to solve the problem.

Evaluate consequences and outcomes.

Evaluate - Did the solution work?

1. Peer to Peer Conflicts

If a staff has an issue or concern with a co-worker, he/she is expected to approach that person in order to discuss and resolve the issue/concern. If that process does not resolve the issue/concern, the next step would be to advise the co-worker that the issue/concern will be taken to the immediate Supervisor. Both staff are expected to advise his/her Supervisor(s).

Once the Supervisor(s) are aware of the issue/concern, the option of having a meeting with all parties involved is available. All issues/concerns must be documented on Staff Supervision Notes.

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This joint meeting could include both staff and their Supervisor(s). If that process does not resolve the issue/concern, the Supervisor(s) will advise his/her direct Supervisor (Manager or Service Director) for further resolution.

2. Staff to Supervisor Conflict

If a staff has an issue or concern with his/her direct Supervisor, he/she is expected to discuss this issue during formal supervision in order to resolve the concern. If that process does not resolve the issue/concern, the next step would be to request that the Supervisor take the issue/concern to his/her immediate Supervisor (Manager or Service Director). Staff may also request that this meeting involve the staff, his/her Supervisor and the next level of management. All issues/concerns must be documented on Staff Supervision Notes.

3. Organizational Issues/Concerns (Policy)

If staff have an issue/concern regarding Agency policy and procedure, staff are expected to take the issue/concern to their direct Supervisor(s) during formal supervision for further clarification and resolution. All discussions must be documented on Staff Supervision Notes.

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SUPERVISION NOTES

STAFF NAME: _____ **DEPT.:** _____ **DATE:** _____

STAFF TOPICS

FOLLOW UP FROM PREVIOUS SUPERVISION

STATUS OF STAFF ANNUAL OBJECTIVES

SUPERVISOR'S TOPICS

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ACTION PLANS

NEXT MEETING DATE: _____

STAFF: _____

SUPERVISOR: _____

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ST. LEONARD'S COMMUNITY SERVICES
HUMAN RESOURCES
STAFF SUPERVISION MODEL
PROBATIONARY EVALUATION

Approved April 2010

EMPLOYEE PARTICULARS

Staff Name:
Department:
Title:
Supervisor:
Date Hired:
Date Hired to Position:
Period Covered by Review:

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JOB PERFORMANCE

Does the staff member demonstrate the necessary skills and abilities to perform the requirements of the job as outlined in the job description? If 'No', explain:

- Yes
 No

Comments: _____

Does the staff member demonstrate a good, reliable work record in the following areas? If 'No', explain:

Attendance	Punctuality	Initiative	Code of Conduct
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No

Comments: _____

INTERPERSONAL SKILLS/TEAMWORK

Does the staff member demonstrate a positive outlook and good working relationship with other staff and stakeholders at all levels? If 'No', explain:

- Yes
 No

Comments: _____

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CLIENT SERVICE

Does the staff member support the Agency's mission, values and beliefs in providing services to clients? If 'No', explain:

- Yes
- No

Comments: _____

TRAINING

Has the staff member completed the following training? If 'No', explain:

Orientation	First Aid/CPR	PMAB	CANS/Client Service
<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No	<input type="checkbox"/> No

Comments: _____

SUPERVISOR'S GENERAL COMMENTS:

RECOMMENDATION:

- Appointment to permanent status
- Probation extension to _____

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EMPLOYEE GOALS AND CAREER DEVELOPMENT

This section is used for the establishment of goals to develop individual skills and competencies related to the job as well as performance objectives, training and development needs. These goals will be carried forward to the annual performance evaluation.

PLANNED OUTCOMES	PLANNED ACTIVITIES	RESOURCES	OUTCOME INDICATORS	MEASUREMENT METHODS	ACTUAL OUTCOMES		ACTUAL ACTIVITIES
					SHORT TERM	MID TERM	
FUNCTION-							
Goal -							

SIGNED BY:

DATED:

Staff Member: _____

Supervisor: _____

Manager: _____

Service Director: _____

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HUMAN RESOURCES
STAFF SUPERVISION MODEL
EMPLOYEE PERFORMANCE EVALUATION

Approved October 2009

EMPLOYEE PARTICULARS

Employee Name:

Department:

Title:

Supervisor:

Date Hired:

Date Hired to Position:

Period Covered by Review:

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STAFF SUPERVISION MODEL
EMPLOYEE PERFORMANCE EVALUATION FORM

Function	Evaluation of Tasks Performed Against Job Description	Current Year's Objectives With Expected Date of Completion	Evaluation of Progress with Current Year's Objectives	Next Year's Objectives With Expected Date of Completion
Organizational Responsibilities				
1. Planning				
2. Documenting				
3. Regulations				
4. Finances				
5. Facilities				
6. Human Resources				
7. Internal Communications				

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8. Community Relations				
9. Marketing				
10. Client Service				

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STAFF SUPERVISION MODEL
EMPLOYEE PERFORMANCE EVALUATION FORM

TRAINING AND DEVELOPMENT DESIRED/RECOMMENDED:

GENERAL COMMENTS:

NOTATION:

I have participated in and received a copy of my evaluation.

My job description has been reviewed.

- My job description is accurate and does not need to be amended.
- I believe my job description needs to be reviewed as follows:
- I have reviewed the following policies:
 - 6-570 Productive Work Environment (Harassment)
 - 6-580 Productive Work Environment (Bullying))
 - 6-640 Staff Use of Electronic Technology
 - 6-650 Disciplinary Procedures
 - 10-120 Child Abuse
 - 10-130 Behaviour Management and Discipline

SIGNED BY:

Employee: _____

Supervisor: _____

Manager: _____

Service Director: _____

DATED:

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HUMAN RESOURCES

September 2005
Addendum 3 ANNUAL EMPLOYEE DECLARATION

I agree that I will immediately advise my Supervisor if:

- I become physically, mentally or emotionally unable to fulfill my duties as an employee.
- My drivers' licence is suspended or restricted for any reason.
- I become the subject of any criminal investigation that will negatively impact the organization or my ability to perform my job responsibilities.

Please check the appropriate box below:

- There have been no occurrences as described above since my last clearance review.
- or
- All reportable matters as described above were discussed with my direct Supervisor,
at
the time of the occurrence(s).

I hereby attest that my response to the preceding statement is true, complete and accurate to the best of my knowledge and belief.

Employee (please print and sign your name) Date

Witness (please print and sign your name) Date

This form is to be reviewed and signed by all St. Leonard's Community Services employees as part of the annual performance evaluation.

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Declaration
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