

Section 4: STAFF DEVELOPMENT AND SUPPORT

SUPERVISION

Supervision is a key aspect of a line manager's role. The approach taken to supervision will reflect and reinforce the organisation's culture. The key purposes of supervision in NICVA are to ensure that staff performance is up to standard, organisational and unit targets are met and that staff are developed, valued and supported in their role. Line managers are key to this. The key task on which managers need to focus in order to improve performance is the way in which people are managed.

Supervision is both a quality control mechanism and a people management tool. Delivering quality services requires competent, motivated and committed staff. A person's contribution to the organisation and the extent to which they are meeting their tasks is monitored and assessed through supervision. The following notes intend to make clear and explicit NICVA's requirements of you as a manager when it comes to supervision and to offer guidance on the conduct of your supervisory relationships (refer to Appendix 15 - Supervision).

APPRAISAL

NICVA operates a process of longer term planning. From its three year development plan NICVA agrees one year operational plans which include organisation, team and individual objectives for which the Chief Executive, Directors and individual members of staff, respectively are accountable.

Staff Appraisal is the process of ensuring that staff know what is expected of them in their work and measuring how performance meets these expectations. It gives managers and staff the opportunity to sit down together and take time to discuss performance, career progress and career and development issues. It leads on naturally to setting future objectives/goals. It is not a disciplinary or grievance interview; if disciplinary or grievance issues need to be discussed, there are other formal procedures for this purpose (Appendix 18 – Appraisal).

STAFF DEVELOPMENT

Within the context of the Staff Development Policy (Appendix 19), applications for assistance towards participation in external courses will in the first instance be made to the line manager and then to the Director of Corporate Services on the forms provided for the purpose. Such applications will be considered individually and decisions on assistance will rest on the relevance of the course and on the ability of NICVA to commit resources at the time the application is made.

Where a course is undertaken with financial assistance from NICVA and is abandoned before its completion for reasons appearing to NICVA not to be good and sufficient, NICVA has the right to require that part or all of any grants paid be reimbursed. No action will be taken in such matter without the fullest consultation with the member of staff concerned and with the UNISON staff representative.