

The management function checklist

The aims of the management function are to ensure:

- the overall quality of the worker's performance is measured
- agency policies and procedures are understood and followed
- the worker understands her/his role and responsibilities
- the worker is clear as to the limits and use of his/her personal, agency and statutory authority
- the purpose of supervision is clear
- work is reviewed regularly in accordance with agency and legal requirements
- action plans are formulated and carried out within the context of agency functions and statutory responsibilities
- the basis of decisions and professional judgements are clear to you and the worker and made explicit in agency records
- records are maintained according to agency policies
- the worker knows when the supervisor expects to be consulted

The management function checklist (cont)

- the worker is given an appropriate workload □ □
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- time-management expectations of the worker are clear and checked □ □
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- the worker acts as a positive member of the team □ □
.....
- the worker understands the functions of other agencies and relates appropriately to them □ □
.....
- the worker receives regular formal appraisal. □ □
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The development function checklist

The aims of this function are to assist the development of:

- the worker's professional competence
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- an appreciation and assessment of the worker's theoretical base, skills, knowledge and individual contribution to the agency
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- an understanding of the worker's value base in relation to race, gender etc and its impact on his/her work
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- an understanding of the worker's preferred learning style and blocks to learning
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- an assessment of the worker's training and development needs and how they can be met
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- the worker's capacity to set professional goals
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- access to professional consultation in areas outside the supervisor's knowledge/experience
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- the worker's ability to reflect on his/her work and interaction with users, colleagues and other agencies
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- regular and constructive feedback to the worker on all aspects of their performance
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The development function checklist (cont)

- the worker's ability to generalise learning and to increase his/her commitment and capacity to ongoing professional development

- the worker's capacity for self-appraisal, and the ability to learn constructively from significant experiences or difficulties

- a relationship in which the worker provides constructive feedback to the supervisor and both can learn from the supervisor's mistakes.



The support function checklist

The aims of the support function are:

- to validate the worker both as a professional and as a person

- to clarify the boundaries between support, counselling, consultation and to clarify the limits of confidentiality in supervision

- to create a safe climate for the worker to look at her/his practice and its impact on him/her as a person

- to debrief the worker and give the worker permission to talk about feelings, especially fear, anger, sadness, repulsion or helplessness

- to help the worker to explore emotional blocks to the work

- to explore issues about discrimination, in a safe setting

- to support workers who are subject to any form of abuse either from users or from colleagues, whether this be physical, psychological or discriminatory

- to monitor the overall health and emotional functioning of the worker, especially with regard to the effects of stress

- to help the worker reflect on difficulties in colleague relationships, to assist the worker in resolving conflict

- to clarify when the worker should be advised to seek external counselling, and its relationship with the monitoring of performance.



The mediation function checklist

The aims of the mediation function are to:

- negotiate and clarify the team's role and responsibilities

- brief management about resource deficits or implications

- allocate resources in the most efficient way

- represent staff needs to higher management

- initiate, clarify or contribute to policy formulation

- consult and brief staff about organisational developments or information

- mediate or advocate between workers, within the team, or other parts of the agency or with outside agencies

- represent or accompany staff in work with other agencies

- involve staff in decision-making

- deal sensitively, but clearly, with complaints about staff

- assist and coach staff, where appropriate, through complaints procedures.

