



Right values, right people:
recruitment toolkit

Embedding values in supervision
and appraisal

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Many organisations pay particular attention to supporting new workers to understand values during their induction. However, sometimes this does not continue in the ongoing development and support given to workers through supervision.

As well as providing workers with support, guidance and opportunities to reflect on their practice, supervision has other benefits for both workers and their employers. Some of these are in the table below.

Some of the key messages contained in 'Effective supervision in social work and social care' ¹
Research has demonstrated that good supervision is associated with job satisfaction, commitment to the organisation and retention.
Supervision appears to help reduce staff turnover and is significantly linked to employees' perceptions of the support they receive from the organisation.
Good supervision is correlated with perceived worker effectiveness. There is some evidence that group supervision can increase critical thinking.
The emotionally-charged nature of the work can place particular demands on people in the field. It is important to provide opportunities for reflective supervision.

In the past, in some organisations, managers and workers saw supervision as a way of managing worker's performance. It often focused on negative issues and the management of workloads. This left workers feeling they were not valued and contributed to high staff turnover.

We know that good supervision helps to create a culture where workers feel empowered, valued and not afraid to talk about mistakes or aspects of their practice they need support for. This means workers are more likely to want to stay in their current jobs, which contributes to better outcomes for people using services and helps to enhance the reputations of organisations.

In values-based approaches to recruiting and retaining workers, organisational values are embedded in the supervision policies and procedures. They are regarded as an integral and ongoing aspect of interactions between supervisors and workers. Similarly, in appraisal, organisational values are a key consideration when discussing and agreeing the future development of workers and how this can be achieved.

How to include values in supervision and appraisal

1. Supervision provides good opportunities to discuss organisational values. You can ask workers for their views and experiences about whether these values are appropriate, still current and integrated into the services your organisation provides.
2. Integrate the Continuous Learning Framework www.continuouslearningframework.com into your supervision process and use this to help workers to identify how their personal capabilities fit with your organisational values. You should also encourage workers to look at your organisation capabilities and evaluate how these fit with your organisational values.
3. Be clear about how your organisational values impact on targets and objectives so all workers are clear about what is expected and can tell you about any potential issues or barriers relating to this.
4. Involve people who use services in the supervision process. You can ask for feedback about workers' values, behaviours and attitudes. You can foster a culture where people using services are encouraged to provide this feedback as an integral part of their support and not just when something negative happens.
5. Make sure you acknowledge workers when they promote and stick to your organisational values and share good examples throughout the organisation.

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