



ANCR HUMAN RESOURCES POLICY MANUAL

Supervision and Performance Management	Policy Category/Number	HR 2
Responsible Authority: Human Resources Director	Date Approved	January 30, 2013
	Applicable to	All ANCR employees
	Created by	Human Resources
	Date Reviewed	Original
	Date Revised	Original
	Number of Pages	3

1.0 Policy Statement

ANCR recognizes and values the role of the supervisor in managing and supporting employees, and in the oversight of actions and decisions taken in fulfillment of ANCR's mandate to provide emergency and intake services. Supervision is critical to the quality of service delivery and the experience of service users. ANCR is committed to the support and development of its supervisors, who play a key role in supporting staff in a complex and demanding practice, toward the best interests of our clients. ANCR's performance management process will support employees to meet the full requirements of their position.

2.0 Legislative Base

The supervisor provides oversight to each worker to ensure that the worker is providing service on assigned cases that fulfills the requirements of the Child and Family Services Act, relevant regulations and standards.

3.0 Policy

- 3.1 Supervisors at all levels are responsible for providing operational leadership in the delivery of services. This includes an ongoing role in providing support to employees and ensuring compliance with case management standards, legislation and regulations.
- 3.2 Supervisors and managers have administrative responsibility to:
 - Ensure the safety, health and well being of employees while at work.
 - Communicate organizational information to employees.
 - Monitor attendance and know at all times where reporting employees are and are able to contact them.
 - Approve leave and other absences from the work place and ensure that the leave complies with agency policies.
 - Monitor compliance to all agency policies.
 - Work with employees to develop and implement their Employee Training & Professional Development Plan.
 - Problem-solve and provide conflict resolution within their work team.
- 3.3 Supervisors and managers are responsible for facilitating monthly individual supervision sessions to review work to date, discuss new business and set goals. All sessions will include the taking of notes that will be reviewed, dated and signed by the Supervisor and employee.



ANCR HUMAN RESOURCES POLICY MANUAL

Supervision may occur more frequently in particular circumstances such as "on-boarding" for new employees.

- 3.4 These notes belong to ANCR and are available to the supervisor and the employee. Notes can be used to inform annual performance reviews and can also be accessed in the event of a grievance, discipline, inquiry or complaint. Notes cannot be destroyed and are securely stored in Human Resources when the employee leaves ANCR.
- 3.5 In general, issues discussed between the supervisor and the employee are not discussed outside of supervision. However, exceptions may be made in the event it is necessary to consult with the Program Director and/or with Human Resources.

4.0 Responsibilities:

Supervisors at all levels are responsible for:

- managing performance of employees in their program area as outlined in the respective position description
- implementing the department's performance management system effectively
- periodic performance reviews during the probationary period, with a formal performance review on the second last month of the probationary period
- preparing and documenting annual results-oriented objectives for each employee, performance standards for each duty or expected result, an annual performance review based on established results/objectives and performance standards and not on peer comparisons, documenting the results of the review and ensuring the document is filed in the employee's personnel file
- conducting interim performance reviews as required
- guiding and coaching employees on an ongoing basis by focusing on problem solving and employee development
- involving employees in planning and assessing their performance
- using confidential performance information appropriately
- problem-solving with employees who require corrective action to achieve satisfactory performance and taking disciplinary action when corrective action does not produce wholly satisfactory performance
- removing barriers that impede employees from achieving results and standards and enriching the work of employees who are interested and capable of additional responsibilities
- updating position descriptions annually

Employees are responsible for:

- performing work to standard to achieve the desired results
- asking for help in solving problems when necessary and informing the manager of identified barriers to achieving desired results and standards
- participating in performance planning and preparing for performance discussions
- signing the annual review document and entering or attaching comments
- completing any training required and meeting the expectations outlined in the development plan

Human Resources is responsible for:

- assisting supervisors at all levels in implementing, monitoring, assessing and improving the agency's performance management system
- training supervisors, providing necessary forms and procedures and helping supervisors and managers to assess training needs
- ensuring performance review documentation is placed in the employee's file



ANCR HUMAN RESOURCES POLICY MANUAL

- assisting employees to improve competence and access opportunities for development
- receiving and maintaining supervision and performance reviews to ensure confidentiality
- to provide for a continuous communication between the supervisor and the employee about job performance
- offering the supervisor and employee the opportunity to create a development plan
- identifying suitable career path opportunities for the employee
- providing supporting documentation for decisions, promotions and transfers
- securely storing supervision notes and records of employees who have terminated employment with ANCR

5.0 Core Supporting Documents

5.1 ANCR Supervision Guidelines and Procedures