

WEST LIMERICK INDEPENDENT LIVING CLG

Supervision, Appraisal and Performance Management Policy

Policy Reference	WLILP72
Category	Human Resources — Workforce Support and Quality
Version	1.0 (new policy)
Status	APPROVED — by the Board of Directors on 9 October 2026
Supersedes	None. This is a new policy. It is the “Supervision and Appraisal Policy” that WLILP45 - Training and Development Policy refers to without a number.
Policy Owner	Board of Directors, West Limerick Independent Living CLG
Applies To	All employees of WLIL, including Personal Assistants, Coordinators and the General Manager
Related Policies	WLILP7D - Data Retention Policy; WLILP8 - Safeguarding Vulnerable Persons at Risk of Abuse Policy; WLILP19 - Lone Working Policy; WLILP30 - Incident Management and Reporting Policy; WLILP35 - Resource Management and Rostering Policy; WLILP45 - Training and Development Policy; WLILP47 - Confidentiality and Information Sharing Policy; WLILP52 - Induction Policy; WLILP54 - Dignity at Work Policy; WLILP55 - Disciplinary Policy; WLILP56 - Grievance Policy; WLILP68 - Care Planning and Review Policy
Review Cycle	Annually, or sooner if legislation, HSE requirements or WLIL’s staffing model changes

1. Purpose and Scope

The purpose of this policy is to make sure every member of staff is supported, guided and developed to deliver safe, good-quality support to service users, and that concerns about performance are dealt with early, fairly and consistently.

Much of WLIL’s work is done by staff working alone in service users’ homes. Regular supervision is therefore one of the main ways WLIL knows how support is being delivered, and one of the main safeguards for service users and staff alike.

2. Legislative and Regulatory Framework

- Safety, Health and Welfare at Work Act 2005 — the duty to provide safe systems of work, information, instruction and supervision
- Employment Equality Acts 1998–2015 — fair treatment and reasonable accommodation for staff with disabilities
- Industrial Relations Act 1990 and the Code of Practice on Grievance and Disciplinary Procedures, as referred to in WLILP55
- Draft National Standards for Home Support Services (2024) (HIQA) — a competent, supervised and supported workforce
- HSE service arrangement requirements for Section 39 organisations, including safeguarding and quality
- Data Protection Act 2018 and GDPR — supervision and appraisal records are personal data (see WLILP7D and WLILP47)

3. Roles and Responsibilities

- **Board of Directors:** approves this policy and receives regular assurance that supervision is happening
- **General Manager:** ensures supervision, observation and appraisal are carried out, supervises Coordinators, makes probation decisions, and reports to the Board
- **Coordinators:** supervise the Personal Assistants they coordinate, carry out observations, record supervision, and escalate concerns
- **Personal Assistants and other staff:** attend supervision, prepare for it, take part honestly, raise concerns and follow agreed actions
- **Manager's own supervision:** provided by the Chairperson or a director designated by the Board

4. Types of Supervision

- **Formal one-to-one supervision:** a planned, private, recorded meeting between a staff member and their supervisor
- **Observation of practice:** the supervisor sees the staff member supporting a service user, with the service user's consent (Section 6)
- **Informal support:** day-to-day contact by phone, message or in person. It does not replace formal supervision
- **Support after a serious event:** a supervision-style meeting held promptly after an incident, a death, an allegation or another difficult event, to support the staff member and learn from it
- **Team or group meetings:** arranged by the General Manager for shared learning and updates

Formal supervision may take place in person, by phone or by video where that is more practical, but observation of practice is always in person.

5. Frequency

Proposed frequencies — WLIL to confirm.

Stage	Formal supervision	Other
End of induction and job shadowing (WLILP52)	Supervision meeting before the staff member works independently	Confirms competence sign-off
Probation	Monthly	Probation reviews at the mid-point and the end. At least one observation of practice
After probation	At least every three months	At least one observation of practice each year
Annually	—	Annual appraisal (Section 8)
Additional supervision	As needed	After an incident, a concern, a change of role or service user, or a return from long absence

If a formal supervision is missed by either party, it is rescheduled within two weeks and the reason is recorded. Repeated cancellation is reported to the General Manager.

6. Conducting Supervision

6.1 What supervision covers

- The staff member's wellbeing, workload and lone working experience (WLILP19)
- The support of each service user: outcomes, what is going well and what is not
- Safeguarding and any concerns, incidents or near misses (WLILP8, WLILP30)
- The quality of records, including a sample of care notes (WLILP65)
- Feedback from service users, families and colleagues
- Training needs and development goals (WLILP45)
- Rostering, attendance and punctuality issues (WLILP35)
- Progress on actions agreed at the last supervision

6.2 Confidentiality and its limits

Supervision is a private meeting and records are kept confidential. However, if anything raised suggests a service user may be at risk, or involves misconduct, the supervisor must act on it under WLILP8 or WLILP55 and cannot keep it confidential. The staff member is told this at the start.

6.3 Observation of practice

- The service user's consent is obtained before any observation, and the service user may say no
- Observations are announced in advance. The General Manager may approve an unannounced spot check only where there is a specific concern, and the service user must still consent
- The supervisor gives feedback to the staff member within five working days and records the outcome
- If the supervisor sees practice that puts anyone at risk of harm, they deal with it immediately

6.4 Supervisors

Supervisors receive training in how to supervise fairly and reflectively, and are themselves supervised. Supervisors treat all staff with respect and in line with WLILP54 - Dignity at Work Policy.

7. Records

- Each formal supervision is recorded on the Supervision Record (Appendix A), signed by both parties, and a copy is given to the staff member
- The staff member may add their own comments to the record
- Records are factual, professional and kept in the staff member's confidential personnel file, with restricted access, and retained in line with WLILP7D
- Records of supervision are audited as part of Section 11

8. Probation and Annual Appraisal

8.1 Probation

Probation lasts six months, as set out in the contract of employment. Probation reviews are held at the mid-point and the end, and each is recorded in writing. At the end of probation the General Manager decides whether to confirm the employment or not to confirm it, in line with the contract and employment law. Probation may be

extended only in exceptional circumstances and only where the extension is in the employee's interest (for example, to give more time to complete training or to demonstrate competence after a period of absence). The reasons are given to the employee in writing, and total probation never exceeds 12 months.

No probation is extended or ended for performance reasons unless the staff member has been told of the concerns, has been given support, and has had a fair opportunity to respond.

8.2 Annual appraisal

Every employee has an appraisal meeting each year. It looks back over the year, drawing on supervision records, feedback and training, and looks forward. It agrees a small number of clear objectives for the next twelve months and a development plan, which feeds into the training plan under WLILP45. The record is signed by both parties.

9. Managing Performance

9.1 Approach

Performance concerns are raised early, clearly and constructively. This section applies to concerns about capability and standards of work. Misconduct is dealt with under WLILP55, and a concern about safeguarding is dealt with immediately under WLILP8.

9.2 Stages

- **Stage 1 — Informal support.** The supervisor explains the concern, agrees actions and support (for example coaching, extra training, shadowing or a buddy), and reviews progress, normally within four weeks. This is recorded in supervision
- **Stage 2 — Performance Improvement Plan.** If the concern is not resolved, the General Manager invites the staff member to a meeting, in writing, and sets out the concerns. A written plan (Appendix B) sets specific, measurable expectations, the support WLIL will give, a timeframe (normally four to eight weeks) and review dates. The staff member may be accompanied by a work colleague, and may respond and put forward their own view
- **Stage 3 — Formal procedure.** If the required improvement is not made, or the concern is serious, the matter is dealt with under WLILP55 - Disciplinary Policy (Section 14, Performance and Capability), with the right of appeal set out there

Where a staff member's performance may be affected by disability or a health condition, WLIL considers reasonable accommodation and appropriate medical advice before formal action, in line with WLILP55.

9.3 Serious concerns

Where there is an immediate risk to a service user or a serious breach, the staged approach is not used. The General Manager may take immediate protective steps, such as removing the staff member from a placement or from a duty, while the matter is dealt with under WLILP8 or WLILP55.

9.4 Fairness

- Concerns are put to the staff member in writing and they have the chance to respond
- Matters are dealt with confidentially and only those who need to know are told
- A staff member who disagrees with how supervision or a performance process has been handled may raise a grievance under WLILP56
- A concern of bullying or harassment is dealt with under WLILP54

10. Training and Development

Training needs identified in supervision and appraisal are passed to the General Manager and recorded under WLILP45. Where performance concerns arise from a skills gap, training or shadowing is offered before formal steps are taken.

11. Monitoring and Reporting

The General Manager reports to the Board at least quarterly, in numbers only and without names:

- The percentage of scheduled formal supervisions and observations completed on time
- The number of overdue or missed supervisions and the reason
- The outcome of probation reviews
- The number of Performance Improvement Plans open and closed
- Common themes arising from supervision and feedback, where these point to a wider risk

The General Manager also audits a sample of supervision records each year to check that they are complete, timely and fair.

12. Non-Compliance

Failure by a supervisor to carry out supervision as set out in this policy is raised with the General Manager and, where a person is at risk, with the Board. Repeated failure by a staff member to attend supervision without good reason may be dealt with under WLILP55.

13. Review and Updates

This policy is reviewed annually, or sooner if legislation, HSE requirements or WLIL's staffing model changes. The proposed frequencies in Section 5 are reviewed against actual completion rates.

Appendix A — Supervision Record

Item	Details
Staff member (role) / Supervisor (role)	
Date, time and type (in person / phone / video; formal / after an event)	
Wellbeing, workload and lone working	
Service users: outcomes and any concerns	
Safeguarding, incidents and near misses	
Records: sample checked and findings	
Feedback received (service users, families, colleagues)	
Training and development needs	
Actions from last supervision: progress	

Item	Details
New actions agreed (who / by when)	
Staff member's comments	
Signatures and dates (staff member / supervisor)	

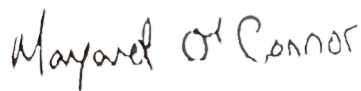
Appendix B – Performance Improvement Plan

Item	Details
Staff member (role) / Manager (role)	
Date of meeting and who attended (including any companion)	
Concerns, with specific examples and dates	
Expectations and how improvement will be measured	
Support WLIL will provide (training, shadowing, coaching, other)	
Timeframe and review dates	
Staff member's response and comments	
Outcome at each review	
Final outcome (improvement achieved / continued / referred under WLILP55)	
Signatures and dates (staff member / Manager)	

Approval

Approved by the Board of West Limerick Independent Living CLG on 9 October 2026.

Signed on behalf of the Board, on its instruction, by the General Manager:



Margaret O'Brien O'Connor, General Manager

Date signed:

