

# Assimilating values in induction, supervision and appraisal

**The Assimilate stage of your values-based recruitment journey involves inducting, developing and managing staff to ensure they demonstrate your workplace values and behaviours in their role.**

It's about how employees can integrate into your workplace culture in a way that ensures they can share their unique talents and individual characteristics.

When you have invested time and resources to recruit great staff, retaining them is your key priority.

Good and outstanding organisations retain great staff through the first year and beyond by embedding values in every aspect of their culture including induction, supervision and how they manage their staff.

## Assimilating values in your induction process

When you have established organisational values and these are clearly defined in your job descriptions, person specifications, and any other processes such as your code of conduct or manager standards, you can then embed them into your induction.

From a person-centred perspective, there is a huge opportunity at induction to use information that you may have learnt about the candidate's values, learning styles and communication preferences to develop an **inclusive**, personal induction and training plan together.

Your employee induction process should include a focus on the wellbeing of staff, helping embed **compassionate care** as an employer who takes care of their staff. Staff well-being is an important element that feeds into maintaining a positive workplace culture and research has shown this leads to greater retention levels.

See **The Positive Workplace Culture Toolkit** for more information on how you can create and embed an Inclusive, Compassionate and Collaborative Workplace Culture at every stage of your employee workplace experience ([LINK](#)).

**Meeting regularly in these early stages of inducting new staff will support and help them settle in. Some ways you can do this are:**

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- Think about what you've learned on the recruitment journey about this person and their values and behaviours. What interests them and how do they learn and absorb information best?
- Set clear expectations, relating to your values and behaviours that you do /don't want to see
- Be clear about what your workplace culture is and how they can contribute to the culture through their behaviour and actions.
- Incorporate new recruits preferred learning styles, where possible
- Use similar processes for Supervisions and appraisals for consistency and to embed values-based approaches throughout your workplace practices

**Induction is a learning and development opportunity** for great communication and feedback, for you and the recruit.

If you get this right at induction stage, all the conversations and interactions that follow, including during supervisions and annual appraisals, will be easier and more productive.

# Assimilating values in supervision and appraisals

Your workforce is your most valuable resource – and Supervision and Appraisals play a key role in supporting them to deliver high-quality care and support and take care of staff wellbeing at the same time.

Appraisals and supervisions are one of the few opportunities you have to sit with your staff, listen and focus on them.

Skills for Care has '[Effective supervision: a practical guide for adult social care managers and supervisors](#)' to help you to plan and deliver effective supervisions. It includes information about what supervision is and why it's important and has practical tips and recommendations to help you to plan and deliver supervision sessions.

The [People Performance Management Toolkit](#) also supports you in having supervision and appraisals conversations, both in celebrating success and recognising staff who are putting your values into practice in their work, and having challenging conversations with staff who are not behaving in line with your values and expectations.

## A quick guide to supervisions Vs appraisal

Both appraisals and supervisions (also called one-to-ones or 1-2-1s) play a vital role in the development of your workforce but can often be confused. The table below outlines the difference between the two and how they can be applied.

Appraisal	Supervision
An annual event	Occurs on a regular basis, as and when required.
This is an opportunity for managers to review last years objectives and performance and look at what has been achieved.	This should be an opportunity for employees to spend some time with their manager to discuss how things are going with work and wellbeing
New SMART objectives based around the workers goals and aspirations should be agreed for the next year.	Managers should take a step back and allow the worker to lead the conversation, unload and identify what they need to be doing moving forwards.
Appraisals are an opportunity to motivate and celebrate successes over the past year as well as identify any lessons learned and training needs	Supervisions are an opportunity to identify any new development opportunities such as buddying
The objectives set in the appraisal should be discussed regularly at supervisions to ensure they are being progressed	Objectives set at appraisals should also be reviewed at supervisions to ensure they are being progressed

## Why do appraisals/supervisions?

- they help ensure your staff know their job and what is expected of them and as their manager you are keeping informed of how they are doing.
- ensure employees understand what the values and behaviours mean to them at work
- provides employees with a regular forum to voice concerns and highlight positives
- identify learning and development needs along with identification of any issues employees are facing and can work through solutions to try develop staff career goals and assist with succession planning
- ensure staff are feeling valued and supported in their role
- identify staff strengths and areas for development and how they can be best used and supported
- the wellbeing of employees is being integrated

## What to consider when planning supervisions and appraisals

- make sure employees are fully informed on what appraisals and supervisions are and what are the objectives for the different sessions
- plan uninterrupted time in a quiet room
- focus on the conversation, not on the form
- for staff appraisals, ask in advance for them to think of 3 things that have gone well this year to celebrate success and also 3 things to learn from that could have gone better
- both parties need to be prepared with specific evidence and examples
- agree on SMART (Specific, Measurable, Agreed-upon, Realistic, Time based) objectives the employee will feel committed to and motivated by anyone carrying out an appraisal should have the relevant training

## Person-centered, values-based, Appraisals:

- Listen, learn, implement
- No surprises, they should bring supervision discussions together.
- Looking back – learning and celebration
- Looking forward – development, expectations, opportunities for change
- Role model the values you seek to measure the other person against

## DO

- Show support and respect for the team and have regular, scheduled staff supervision and appraisal processes in place.
- Ensure the person carrying out supervision or appraisals has the right skills, abilities, attitude and values.
- Consider how supervision discussions relate to your workplace values and behaviours.
- Create values-based Appraisal goals and objectives- focus on how they can do their role better as well as what they need to do.

## Don't

- ...forget to give positive feedback relating to seeing the values in action.

It is important to give staff good values-based feedback, so they know if they are doing well and meeting your workplace's expectations. When there are issues, or more difficult conversations, you can confidently and competently have the conversation, by linking back to your organisation's values-base framework.

## Feedback example

'I saw you really demonstrate our values of **patience and kindness** yesterday when I heard you and Mrs M having a long conversation about her little dog.

I know you've had that very same chat many times before, but no-one else would have guessed that it wasn't the very first time you'd heard that story – so well done, that was absolutely how we want and expect to see our values being modelled and actioned in everyday situations '

**Thank you.**

It is always nice to hear a 'thank you for all your hard work today', and when it is specific, it takes on a person-centred approach to feedback that helps employees feel valued.

## Employer experiences:

### Future Directions - Skills for Care Accolades Winner: Best employer of over 250 staff 2020

#### Induction example:

“Our induction is a 5-week process which commences with the Directors of Future Directions meeting our new staff and talking to them more about our values.

We cover the Care Certificate and additional training on safeguarding, supporting good health, moving and handling, emergency first aid, active support, positive behavioural support, personalisation, mental capacity, autism, learning disabilities dementia awareness, epilepsy and mental health.

Our induction is covered in various different ways. We offer e-learning but also back this learning up with classroom-based sessions, as well as workbooks and more, ‘on the job’ learning and workplace assessment of competence. Our managers support staff through their induction, providing extra guidance and assistance and talking them through workbooks to ensure that they fully understand.

In the delivery of our induction and training, we use a combination of internal and external trainers in this process and people we support, who are able to deliver training from their own perspective and family members.

There has certainly been a shift in recent years to staff being confident to access e-learning, but we know some of workforce still prefer using alternate (sic) learning options.

We would never just move to providing e-learning only. We think e-learning has a place, but we think it should only be part of the induction and training process because of different people’s learning styles. It’s important for us to offer a rich variety of different learning.

We will also provide more specialist training depending on who the staff members will be supporting and the conditions of these individuals. For example, we support a man with an acquired brain injury and his staff require an intensive communication course to ensure they can effectively engage with him.

We recruit people who are enthusiastic to learn and to continue learning. We are very clear with those joining Future Directions what is expected of them in terms of induction and learning and development. We discuss this with applicants as part of the interview and share with them what their induction will cover.

One of the things that is always rated highly in our staff survey is how valued the training here is. All our staff have a 12-month probationary period that they must satisfy.’

## Induction (New starter) – Jimmy

“The induction process at Future Directions was really good. It provided me with all the information and support needed to work with the people I would be supporting.

I had previously worked with children and whilst I had some transferable skills, it felt like a brand-new start.

I received an in-depth induction about safeguarding, person-centred care, the values of the service. This provided all the relevant information without feeling overloaded. Each induction sessions were interesting, engaging, interesting and memorable. You can tell the people delivering the training are interested and care about it.

I like the fact that the induction was tailored around the individuals I would be supporting. Therefore, I would only need to attend a course on challenging behaviour if I was going to support somebody with those needs. I felt a lot more comfortable going into my workplace for the first time because of my induction.

My manager was also so supportive of the fact that I did not have experience of adult social care and although I've only been here for 9-months, I feel like I've gained years of experience already. They always make sure I am comfortable when undertaking care duties that I had not done before as part of shadowing more experienced workers.

The managers at Future Directions are brilliant, they know just as much about the people we support as the support staff do. The people we support are at the forefront of the service all the time.

We have a 12-month probation period, with reviews also at the 4 and 10-month periods throughout this process. Despite the fact that I have still not completed my probation, I have already been supported to undertake management development. It makes me feel good that they have seen my potential.”



## Recognising and rewarding values-based behaviours - Employer experiences

- Use those identified formal times when you can recognise the behaviours you outlined as part of company values.
- Affirming the good work that people do, helps them feel valued.
- Use different methods to communicate to staff they are doing well

### Certificate of appreciation

We'd like: (name)

to feel valued for:

# Future Directions

## Skills for Care Accolades Winner: Best employer of over 250 staff 2020

### Staff Retention

We create an appreciative environment where we play to people's strengths and make them feel valued. As a result, **we have low turnover, low sickness and low vacancies.**

Some staff do not realise how crucial their work is. Our engagement sessions with staff is always about **the value of their role** and what difference they make to people's lives. Once you understand this, how can you not take pride in your work and how can you not want to live out the values.

Our **staff survey** results really back up about how our staff really understand our values, how they love the people they support and how they are not planning to go anywhere else because they love where they work.

Every time I hear about a staff member doing something really good in one of our services, I write them a personal letter.

The amount of staff who then say to me at a later point how they **really appreciated** getting a personal letter, these may be little things, but they really help **staff to feel valued.**

If you train people, invest in people and give them career pathways then they'll want to stay with you to grow and develop.

We do a lot to develop our staff from an in-depth induction, bespoke training, apprenticeships, values-based leadership.