

# Polasaithe

## Naíonra Céimeanna Beaga

### Polasaí 43: Maoirseacht agus Breithmheas / Supervision and Appraisal Policy



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## 1 Maoirseacht agus Breithmheas

Rialacháin an Achta um Chúram Leanaí, 1991 (Seirbhísí Luathbhlianta), 2016

Chun creat tacaíochta atá soiléir agus dírithe a chruthú, chun gur féidir le fostaithe obair laistigh den chreat sin.

Chun deiseanna forbartha a chur ar fáil don fhoireann ar fad ag tacú leo le dul chun cinn gairme a bhaint amach agus chun cleactadh athmhachnamhach a spreagadh.

Cuireann forbairt foirne le heolas, scileanna agus tuiscint na foirne. Is é sprioc na forbartha seo ná leibhéal na seirbhíse do pháistí agus a gclainne a fhorbairt agus a fheabhsú.

Tá an mhaoirseacht tábhachtach mar mhodh chun aiseolas a thabhairt don fhoireann maidir lena bhfeidhmíocht agus chun tacú leo barr a gcumas a bhaint amach. Is modh é chun gur féidir leis an bhfoireann aon cheisteanna imní atá acu a nochtadh don bhainistíocht agus is modh é chun gur féidir leis an mbainistíocht tabhairt faoi aon cheisteanna faoi fheidhmíocht foirne.

### Sainmhínte:

**Maoirseacht:** is gníomh príomhbhainistíochta é – is próiseas “athmhachnamhach” é faoi smaoineamh, ghníomhaíochta agus chinntí profisiúnta, atá seasmhach agus leanúnach.

### Promhadh:

Beidh daingniú gach ceapacháin faoi réir críochnú sásúil tréimhse phromhaidh, a mharfaidh 6 (sé) mhí de ghnáth, le hathbhreithniú tar éis 3 (trí) mhí.

Is féidir le ceachtar páirtí an conradh a fhoirceannadh le linn na tréimhse promhaidh, de réir forálacha an Achta um Fhógra Iosta agus Téarmaí Fostaíochta, 1973-1991.

Le linn na tréimhse phromhaidh, déanfaidh an Bainisteoir cinnte go dtugtar gach cúnamh don fhostaí chun an post a thuiscint agus bheith eolach ar éilimh a p(h)oist agus go bhfuil plé iomlán leis an bhfostóir faoi aon fhadhbanna nó deacrachtaí. Le linn na tréimhse promhaidh, tabharfar comhairle don fhostaí maidir lena d(h)ul chun cinn tríd an Athbhreithniú Promhaidh 3 (trí) mhí.

Is féidir an tréimhse phromhaidh a shíneadh ar feadh tréimhse ar leith (go ginearálta ar feadh tréimhse idir 3 agus 5 mhí ach ní mhairfidh sé níos mó ná 11 mhí (aon mhí dhéag), muna bhfuil an lucht bainistíocht sásta go bhfuil an fostaí oiriúnach don phost. Cuirfear an fostaí ar an eolas maidir leis an gcúis (na cúiseanna) don chinneadh seo trí mhaoirseacht agus i scríbhinn.

Cuirfidh an lucht bainistíochta an fostaí ar an eolas i scríbhinn maidir lena c(h)omhlánú sásúil den tréimhse phromhaidh.

### **Ráiteas Polasaithe:**

Ba chóir go ndéanfar maoirseacht rialta agus bhuan ar gach ball foirne chun:

- Tacú leo ina gcuid oibre.
- Deimhniú go bhfuil cáilíocht mhaith seirbhíse ar fáil do na páistí agus a dteaghlaigh.
- Cinntiú go bhfuil siad soiléir faoina ról agus a bhfreagrachtaí.
- Deimhniú go bhfeidhmíonn an foireann go hinniúil agus go freagrach
- Deimhniú go mbaineann siad amach na caighdeáin seirbhíse agus na spriocanna ina róil faoi seach.
- Cinntiú go bhfuil atmaisféar dearfach ann don chleactadh.
- Cabhrú le forbairt phrofisiúnta na foirne.
- Strus a laghdú.
- Feasacht a mhéadú maidir le réimsí nua faisnéise gairimiúla
- Cinntiú go dtugtar na hacmhainní don fhoireann chun gur féiri leo a bpoist a dhéanamh.
- Deis a thabhairt don foireann a smaointí agus a n-ábhair imní a nochtadh

Tá gach ball foirne i dteideal na nithe seo a leanas:

- Meas ina ról agus mar dhuine
- Soiléireacht maidir le teorainneacha rúndachta
- Soiléireacht maidir le hionchas.
- Aitheantas a fháil ar a dtaithí agus a (h)ionchur
- Bheith curtha ar an eolas faoi athruithe.
- Páirt a ghlacadh i bhfadhbbréiteach seachas teoracha a leanúint
- Rochtain a fháil ar oiliúint leanúnach a bhaineann lena bpost
- Soiléiriú maidir le polasaithe agus nósanna imeachta an Naíonra
- Spriocanna feidhmíochta soiléire.
- Ualach oibre cuí agus soláimhsithe
- Soiléireacht maidir le bunús cinntí.
- Maoirseacht rialta shíoraí.
- Breithiúnas rialta foirmeálta.

Déanfar athbhreithniú ar an gclár maoirseachta uair sa bhliain ar a laghad chun cinntiú go bhfuil sé éifeachtach.

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Déanfar breithmheasanna foirne i gcomhair gach ball foirne laistigh de sé mhí ón gceapachán agus go bliantúil ina dhiaidh sin.

Aithneoidh an lucht bainistíochta riachtanais oiliúna na foirne, trí bhreathnóireacht, chomhairliúchán, agus chruinnithe, agus déanfaidh siad cinnte go bpléifear le haon laigeachtaí i gcomhlíonadh dualgas agus go ndéanfar iad a leigheas le gníomhartha cuí.

Tabharfar aghaidh ar na laigeachtaí sin le:

- Maoirseacht duine le duine
- Cruinnithe foirne
- Oiliúint
- Seisiúin tacaíochta

Déanfar taifead ar gach cruinniú (grúpa agus aonair). Déanfar taifead chomh maith ar an oiliúint/ na treoracha agus oiliúint de bhaill foirne aonair ar an bhfoirm oiliúna cuí agus cuirfear ar chomhaid an bhaill aonair den fhoireann í.

## **2. Supervision And Appraisals**

Child Care Act 1991 (Early Years Services) Regulations 2016.

To provide a clear and focused supportive framework for employees to work within

To provide development opportunities to all staff supporting them through their career progression and promote reflective practice.

Staff development provides chances for greater knowledge, improved skill and better understanding, not as an end in itself but as a means to develop and improve the level of service to children and their families.

Supervision is important as a means of giving staff feedback on performance and supporting staff reach their potential. It is a means of staff bringing any issues of concern to management and management's way of addressing any performance concerns with staff.

### **Definitions:**

**Supervision:** is a key managerial activity – it is 'a 'reflective" process about professional thinking, actions and decisions that is constant and ongoing.

### **Probation:**

Confirmation of all appointments will be subject to satisfactory completion of a period of probation, which will normally be for 6 (six) months, with a review at 3 (three) months.

During the period of probation, the contract can be terminated by either party in accordance with the provisions of the Minimum Notice & Terms of Employment Act 1973-1991.

During the probationary period, the Manager will ensure that each employee is fully assisted in understanding and becoming familiar with the demands of his or her post and that there is full discussion

with the employee about any problems or difficulties. During the probationary period the employee will be advised on his or her progress using the 3 (three) month Probation Review.

The period of probation may be extended for a specific period (generally by 3-5 months but will not exceed 11 (eleven) months), if management is not fully satisfied that the employee is suitable for the post. The employee will be informed through supervision and in writing about the reason(s) for this decision.

Management will notify the employee in writing of his or her satisfactory completion of the period of probation.

**Policy Statement:**

All staff members must have regular and consistent supervision to:

- Support them in their work.
- Ensure the quality of service to children and families.
- Ensure that they are clear about their role and responsibilities.
- Ensure competent and accountable performance.
- Ensure that in their respective roles they meet service standards and objectives.
- Ensure a positive atmosphere for practice.
- Assist their professional development.
- Reduce stress.
- Increase awareness of new areas of professional knowledge.
- Ensure that they are given the resources to do their job.
- Provide an opportunity to voice their ideas and concerns.

All staff members are entitled to:

- Respect in their role and as a person.
- Clarity about the boundaries of confidentiality.
- Clarity about expectations.
- Have their experience and contribution acknowledged.
- Be briefed about changes.
- Participate in problem solving and not just be told what to do.
- Access to on-going training relevant to their job.
- Clarification about the crèche policies and procedures.
- Clear performance targets.
- Be allocated an appropriate and manageable workload.

- Clarity about the basis of decisions.
- Regular and uninterrupted supervision.
- Regular formal appraisal.

The supervision programme will be reviewed at least annually to ensure that it is effective.

Staff appraisals will be carried out for each staff member within the first six months of appointment and annually thereafter.

Management through observation, consultation and meetings will identify the training needs of the staff team and ensure any weaknesses in performance are addressed and remedied by an appropriate action.

These will be addressed by:

- One to one supervision
- Staff meetings
- Training
- Support Sessions

All meetings (group and individual) will be recorded. All instruction /direction and training of individual staff members will be recorded on the appropriate Training form and placed on the individual staff member's file.