

Tool 46: Workload considerations

One of the functions of supervision is oversight of the quality and quantity of work being done.

This tool highlights considerations around workload for discussion in supervision. It is based on research about workloads (Baginsky et al 2009).

The supervisor and supervisee can use this tool to prepare for and carry out a discussion about workload in individual supervision. You can also use it to discuss the team's workload in group supervision or a team meeting. This tool also helps to support supervisees' wellbeing by enabling discussion of the impact of workload and how to manage this.

Most workload management is done by supervisors based on knowledge of staff and their capacity.

- > How well does the supervisor know the supervisee and their capabilities?
- > How can we improve this?

Formal systems can help but the level of workload that is manageable requires a professional judgement about the particular situations being worked with.

- > How well does the supervisor know what the supervisee is working on?
- > How can we improve this?

'Cases' can vary significantly in terms of the work required. Some considerations that affect complexity are: the number of issues; the number of agencies involved; the likelihood of and likely consequence of risk; the likelihood of change; the amount of scrutiny; additional learning required; travel.

- > How well does the supervisor know how much complexity is involved in the supervisee's work?
- > How can we improve this?

Social care requires professional development for individuals and organisations. It also involves uncertainty so we need some flexibility for unexpected events.

- > How well does the supervisor know the supervisee's diary and is there any flexibility in this?
- > How can we improve this?

High demand, lack of control and change can be causes of stress. They are helped by support, good relationships and a clear role.

- > How well does the supervisor understand the stresses on the supervisee?
- > How can we improve this?