



Department of  
**Health, Social Services  
and Public Safety**

An Roinn

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**Department of Health, Social Services and  
Public Safety**

**and**

**Northern Ireland Social Care Council**

**Review of the Assessed  
Year in Employment (AYE)  
Overview of Outcomes of  
Monitoring 2006/2007**

November 2008

Authors: Alison Kavanagh, Professional Adviser, NISCC  
Christine Smyth, Social Services Officer, DHSSPS

Produced by:

Northern Ireland Social Care Council  
7<sup>th</sup> Floor, Millennium House  
19-25 Great Victoria Street  
BELFAST  
BT2 7AQ

Department of Health, Social  
Services and Public Safety  
Castle Buildings  
Upper Newtownards Road  
BELFAST  
BT4 3JP

Tel: 028 9041 7600  
Fax: 028 9041 7601  
Web: [www.niscc.info](http://www.niscc.info)  
Email: [info@niscc.n-i.nhs.uk](mailto:info@niscc.n-i.nhs.uk)

Tel: 028 9052 0500  
Web: [www.dhsspsni.gov.uk](http://www.dhsspsni.gov.uk)

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## **1, Introduction**

- 1.1. The introduction of an Assessed Year in Employment (AYE) was part of the package of reform of social work training announced in 2001. The intention was that all newly qualified graduates from the Degree in Social Work would undertake an assessed year in employment linked to registration with the Northern Ireland Social Care Council (NISCC).
- 1.2. A policy Circular (Circular HSS (SSI) AYE 1/2005) required that from 1 April 2006 all new social work graduates must complete successfully the AYE in compliance with the NISCC (Registration) Rules.
- 1.3. The aims of the AYE policy are:
  - (i) To ensure that at the end of the first year in employment newly qualified social workers are competent to practise as fully accountable social workers;
  - (ii) To ensure that newly qualified staff are given the supervision and support required to develop their competence; and
  - (iii) To ensure employers are satisfied that new social work graduates are performing at a level which merits continuing employment as a social worker.
- 1.4. This report provides an overview of the outcomes of the first review of the implementation of the AYE policy which was conducted jointly by the DHSSPS and the NISCC.
- 1.5. A number of recommendations are made at the end of the report. In addition, examples of good practice have been highlighted which employers are encouraged to adopt to further promote consistency in arrangements.

## **2. Quality Assurance and Monitoring Requirements of the AYE Policy**

- 2.1. The AYE policy lays down responsibilities for quality assurance and monitoring of the implementation of the policy as follows.

### **Employer responsibilities**

- 2.2. For standardisation purposes, each employer will ensure that 25% of performance appraisals of new social work graduate entrants being appraised in any calendar year are randomly sampled. Records of this process should be maintained and made available on request.
- 2.3. Line managers' assessment of their staff for performance review purposes is an essential component of the process during this period. Employers should ensure appropriate support is in place to assist line managers with this task.

### **NISCC responsibilities**

- 2.4. NISCC will wish to satisfy itself, from time to time, of the quality of evidence provided to employers by the applicant for registration (Rules 8 (4)(c)).

### **DHSSPS/RQIA responsibilities**

- 2.5. DHSSPS/RQIA will, as appropriate, monitor compliance with the employer responsibility for this function.
- 2.6. The policy also requires that an annual review of consistency of arrangements is conducted by Directors of Social Services/Social Work to ensure continuing consistency and that appropriate improvements are made to implementing the policy. A report on this annual review and its outcomes should be submitted to the Chief Social Services Officer by 15 April each year.

### **3. Scope of the Review**

- 3.1. The first annual review report from Directors of Social Services on the 2006/07 cohort was due in April 2008. The Office of Social Services (OSS) and the NISCC agreed that, rather than both bodies seeking information from the Trusts a joint response would be requested. It was decided, in the first instance, to issue a questionnaire in order to establish an initial benchmark against which to monitor future progress and improvements. Consequently, an AYE Review Questionnaire was issued to the five HSC Trusts in February 2008 (see Annex 1).
- 3.2. Statistical data was gathered on the 2006 social work graduates employed by the Trusts and those who entered Trust employment between July 2007 and December 2007. In addition to comments in respect of the outcomes of the annual review of AYE arrangements for the 2006 cohort, most Trusts also commented on their experience and improvements in AYE systems for the 2007 cohort.
- 3.3. The implementation of the AYE policy coincided with major Health and Social Care Reform as part of the Review of Public Administration (RPA). 19 Trusts were reduced to five Health and Social Care (HSC) Trusts and one ambulance Trust and these changes had a significant impact on all staff and services.
- 3.4. A Reform Implementation Team (RIT) to drive forward comprehensive changes in child protection services based on a Care Pathway approach was established in 2006. Membership of the RIT Reference Group includes the 4 Board and 5 HSC Directors of Social Work/Services. The work of the RIT and the associated policy and guidance materials developed have also had an impact on arrangements for AYE staff employed in these services.

## 4. Findings

### 4.1. Employment information

4.1.1. In 2006/07 a total of 72 AYE registrants were employed by HSC Trusts. There could be some double counting in this figure as some social workers changed employer within the year. The smallest number, nine, were employed in the Northern Trust and the largest number, 21, in the Belfast Trust. Of the 72, 58 (80%) were employed in Children and Families services.

**TABLE 1 Employment of AYE registrants July 2006 – June 2007**

	<b>NHSCT</b>	<b>BHSCT</b>	<b>SEHSCT</b>	<b>SHSCT</b>	<b>WHSCT</b>	<b>Total</b>
Total Number	9 (one left)	21	16	9	17	72
Children/ Families	6	14	16	7	15	58
Other	2	7	0	2	2	13

4.1.2. From July 2007 to 31 December 2007 a further 133 AYE registrants were employed by the Trusts. The smallest number, eight, were employed by the Northern Trust and the largest number, 43 were employed by the Western Trust. Of the 133, 110 (83%) were employed in Children and Families services.

**TABLE 2 Employment of AYE registrants July 2007 – December 2007**

	<b>NHSCT</b>	<b>BHSCT</b>	<b>SEHSCT</b>	<b>SHSCT</b>	<b>WHSCT</b>	<b>Total</b>
Total Number	8 (two left)	27	20	35	43	133
Children/ Families	6	24	17	24	39	110
Other	0	3	3	11	4	21

4.1.3. It was reported that three new social work graduates were employed through a recruitment agency and all were placed in posts which require a social work qualification.

### 4.2. AYE Systems

#### HR Systems

4.2.1. The introduction of the AYE policy coincided with major reorganisation of Health and Social Services, including the merger of 19 Trusts into five (plus one Ambulance Trust) as part of RPA. Human Resources (HR) Departments were particularly under pressure during this period of re-organisation. It is

evident from the returns from the Trusts that HR systems were, generally, not in place in 2006 to track employees subject to the AYE. However, systems are now in place or in development in all Trusts. An example of good practice is outlined below:

In the Belfast Trust it is proposed that there is one delegated person in the HR Department to take a lead on the AYE. This person will:

- Identify the AYE graduate at the recruitment stage;
- Notify the Line Manager, the Learning and Development Team and the AYE worker of their responsibilities;
- Remind the above personnel at a sixth month and a ten month point to begin the mid and final performance appraisal and to return the necessary documentation to NISCC four weeks prior to the AYE end date.

The Trust is also developing a Registration and Verification Policy that addresses the management of all professional registrants.

### **Feedback from social workers and line managers**

4.2.2. Some Trusts have developed formal feedback mechanisms for both AYE staff and line managers as part of their quality assurance processes and audit of AYE systems. Other Trusts, particularly those with small numbers in the first year, did not report any formal feedback mechanisms. An example of good practice is outlined below.

The South Eastern Trust has recently established an AYE Quality Assurance Group which will have responsibility for: assuring the experience of AYE staff and the quality of Performance Appraisals; monitoring the support given to team leaders; auditing compliance with internal reporting systems; and providing annual monitoring reports to NISCC.

**Recommendation 1:** It is recommended that all Trusts should establish formal feedback mechanisms for both AYE staff and line managers/supervisors as part of their quality assurance and audit processes and this feedback should be reflected in subsequent reviews.

### **4.3. Training, supervision, support and governance**

#### **Information/guidance for Line Managers**

4.3.1. All Trusts reported that they provide written guidance and workshops for managers. Most also provide individual advice as required and some provide additional support materials outlining how key roles can be met and evidenced.

4.3.2. In one instance, a newly qualified social worker subject to AYE was seconded by the Trust to a voluntary organisation and information/guidance was not passed to the line manager.

**Recommendation 2:** Trusts must ensure information and support is provided to all Line Managers of AYE personnel, regardless of where they are working.

## Induction

4.3.3. All Trusts reported that AYE staff are inducted according to their organisation's policy but only the Western Trust provides specific induction for AYE staff. This takes the form of a half-day briefing facilitated by Trust training staff.<sup>1</sup>

## Training and Development

4.3.4. All Trusts provided training opportunities for AYE staff. Some provided training specifically targeted at this group. Two examples of good practice to support the development of newly qualified workers are outlined below.

In the Belfast Trust a Principal Social Worker mentored a group of AYE staff working in Children's Services. They addressed practice issues such as writing and presenting case conference reports. A Principal Practitioner for child protection plans to begin a similar group.

In the Western Trust, Principal Practitioners are developing a forum for AYE staff (including temporary staff) to discuss progress/support and identify training and development opportunities.

Access of AYE staff on temporary contracts to training and development opportunities was identified as an issue by one Trust. The AYE Circular (SSI AYE 1/2005 stipulates that 'all employees should be offered opportunities for professional development and time to avail of these'.

**Recommendation 3:** All AYE staff, including those on temporary contracts, should be offered appropriate opportunities for professional development as set out in the AYE Circular.

4.3.5. The questionnaire asked if personal development plans (PDP) are in place for AYE staff. Two Trusts replied in the affirmative, two were unable to answer the question and one responded that this would be developed via the KSF framework.

**Recommendation 4:** Employers should ensure all AYE staff have a PDP in place in line with the PSS Development and Training Strategy 2006 – 2016 strategic target. The PDP should build on the individual learning plan that accompanies the student from their qualifying training into the AYE (NISCC Practice Learning Requirements, June 2003).

## Supervision

<sup>1</sup> NISCC Induction Standards were published in 2007 with an implementation date of April 2008. NISCC expects employers to use these Standards when inducting newly qualified social workers.

4.3.6. All Trusts reported that they have a policy on supervision but that these policies do not make specific provision for AYE staff. Since the AYE Review was initiated a regional supervision policy (HSS (OSSPOL/RIT) 1-2008) was developed through the RIT and issued by the DHSSPS. It sets out the framework and minimum standards for HSC Trusts to implement an effective and consistent approach to childcare supervision practice. Specific reference is made to AYE staff for whom formal supervision should take place at fortnightly intervals for 12 months.

**Recommendation 5:** The principles and standards of the regional supervision policy should be applied consistently to all AYE staff across all Programmes of Care.

## **Governance**

4.3.7 In all Trusts the officer responsible for the implementation of the AYE policy is an Assistant Director with responsibility for either governance/quality or/and workforce development and training. All Trusts have mechanisms in place or in development for sharing AYE issues with senior management. An example of good practice is outlined below.

In the South Eastern Trust the AYE forms a key objective within the Strategy for Social Work and is addressed within the monthly Social Work Governance Forum. This Forum is chaired by the Director of Social Work and comprises Senior Managers who have responsibility as professional Social Work Leads for their service area.

4.3.8 Some Trusts have appeals procedures in place for AYE staff but others are considering using normal grievance procedures. All newly qualified social workers who commenced employment with HSC Trusts in 06/07 have successfully completed except for one person who has an extension for one year because of illness/personal circumstances. There had, therefore, been no appeals received at the time of the review.

## **4.4. Evidence and Standardisation**

### **Performance appraisal**

4.4.1. All Trusts assessed AYE registrants against the six key social work roles as set out in the NI Framework Specification for the Degree in Social Work. The quantity and quality of evidence required to assess successful completion of the AYE varied across Trusts. The range of evidence reported by Trusts included supervision records, case notes, direct observation, reports, evaluations of/reflections on practice and user feedback.

**Recommendation 6:** The NISCC will work with Trusts to develop guidance to address standardisation of evidence and improve regional consistency.

- 4.4.2. All Trusts reported that they provide guidance for supervisors on the assessment criteria and the evidence required. Two Trusts were able to confirm they provided guidance for AYE staff with a further two reporting that they are in the process of developing guidance/information packs for AYE staff.

The three legacy Trusts in the Southern Board produced comprehensive guidance for line managers in November 2006. The guidance covers a range of policy and procedure issues for social work and human resources. A flow chart on the procedures for the completion of the AYE, and evidence indicators for assessment of competence, are included. The Trust has received feedback that the Guidance is effective and the new Southern HSC Trust has adopted this Guidance.

### **Quality Assurance and Monitoring**

- 4.4.3. All five Trusts completed an audit and sampled at least 25% of performance appraisal as required by the AYE policy. Because the numbers of AYE staff recruited in 2006/2007 were small, some Trusts included the whole 2006 cohort in their audit.
- 4.4.4. Some Trusts used the audit to undertake a wide-ranging review of the operation of the AYE policy across the Trust and to make recommendations to improve consistency in procedures across the Trust. This was particularly useful where legacy trusts had been operating different policies and procedures.
- 4.4.5. A range of issues were identified through the audits and included:
- Lack of support to AYE staff when the line manager was on extended sick leave or the post was vacant;
  - Lack of training opportunities for staff on temporary contracts;
  - The frequency of supervision varied across teams within Trusts; and
  - Variations in HR systems to enable the tracking of candidates.

**Recommendation 7:** Trusts should develop action plans, with time scales, to address issues identified through the audit process. In particular, Trusts should ensure consistency of arrangements across their individual Trust area. Progress on addressing identified issues should be reported on in the subsequent annual review report.

### **4.5. Impact of AYE policy**

#### **Support to newly qualified social work graduates**

- 4.5.1. Trusts were asked if the AYE policy had had an impact on the organisation's arrangements to support new social work graduates as they enter the workforce. Four Trusts replied in the affirmative. One Trust reported that because the majority of the first group of AYE recruits had been Trust trainees and were an unrepresentative sample, it was not possible to assess the impact of the policy on arrangements to support new social work graduates.

4.5.2. One Trust reported that they had built on systems already in place to support the PQ1 policy and that all systems had been reviewed because of RPA. Another Trust commented that new systems were put in place which had resource implications.

4.5.3 Positive impacts reported included:

- Increased frequency of supervision;
- Training support; and
- Guidance materials.

### **Impact on supervision and appraisal**

4.5.4 Trusts reported either that it was too soon to comment on what impact the policy has had on supervision and appraisal after only one year, or that the policy had contributed to consolidating existing good practice. One Trust stated that the policy ‘formalises the need to deem a newly qualified social worker as competent to practise rather than the previous practice of recording deficits and areas for development.’

4.5.5 It was also stated that while the AYE policy provides a framework for supervision and appraisal based on the six key social work roles, managers are also expected to use other frameworks such as KSF, NISCC Induction Standards and the Trust Performance and Development Review. It was emphasised that it is important that all these processes interlock and that duplication is avoided.

4.5.6 Generally all the Trusts welcomed the introduction of the AYE policy and acknowledged its potential to strengthen and improve supports and supervision for newly qualified workers. However, this was tempered by a recognition that where systems had previously not been in place or large number of new AYE staff were recruited into specific areas there were additional pressures, particularly on senior social workers.

### **Impact on employer confidence in newly qualified social workers**

4.5.7 Trusts were asked if successful completion of the AYE provides employers with greater assurance that newly qualified social workers are competent to practise. In general the responses were in the affirmative although some respondents thought it was too soon to make a judgement. One Trust commented “The Trust generally welcomes the introduction of the AYE. A period of consolidation with clarity about the learning requirements and supports required is beneficial to both the member of staff and the Trust. The only down side is the impact on capacity”

## 4.6. Suggestions for improvement

### In their own organisations

4.6.1 Trusts reported on systems they have already installed or plan to introduce to address deficits identified through their internal audit. These include:

- Using Principal and/or Senior Practitioners to support AYE staff;
- Improved governance arrangements through reporting outcomes of quality assurance and monitoring to senior management;
- Improved HR tracking systems; and
- Improved guidance and information for AYE staff and line managers.

### In NISCC Guidance

4.6.2 It was suggested that regional standardisation of assessment and a consistent approach to implementation across Northern Ireland would be an improvement.

4.6.3 There was a comment from one Trust that the NISCC definition of a “managed caseload” can be open to interpretation and can be problematic in providing a standardised approach.

Since the introduction of the AYE policy and the production of the NISCC Guidance, the RIT has developed guidance on caseload management. This was issued by the DHSSPS in 2008, HSS (OSSGUIDE/RIT) 1-2008. This guidance is intended to assist line managers and AYE staff to allocate and prioritise cases and associated tasks within manageable workloads. Allocation of work needs to allow AYE staff to cover the six key social work roles and have a broad range of experience and should be commensurate with the ability and experience of the individual.

**Recommendation 8:** DHSSPS Guidance on caseload management HSS (OSSGUIDE/RIT) 1-2008 should be used to assist in workload management for AYE staff.

## 5 Any Other Comments

5.1 There were a number of comments about reporting arrangements including:

- A suggestion that to assist Trusts in collating information and reporting on relevant issues an agreed format for the annual review or a set of agreed standards that Trusts can use to measure their performance should be developed.
- Suggestions to improve the collection of statistical data.

5.2 Overall the AYE policy and its associated intent of improving supports for newly qualified workers was welcomed. The implementation of the policy at a

time of major change was commented on. Large number of new AYE recruits into specific areas was also reported to be particularly challenging, both in respect of service capacity and for senior social workers.

- 5.3 One Trust suggested that the current restrictions on the number of AYE staff in Gateway teams should be reviewed.
- 5.4 Positive comments about the review of the AYE are summed up as follows: "The review has been a useful experience which will be used to put in place more effective and robust systems for managing this in the future".

## **6 Conclusions**

6.1 This review is based on the first year of the implementation of the AYE policy. The establishment of the new Trusts was cited as an additional pressure during this time and meant that some Trusts did not have adequate procedures in place to track AYE staff or to support line managers and newly qualified social workers during the first year. However through the audit and quality assurance process all Trusts have identified areas for improvement and most Trusts have plans in place to improve arrangements including:

- The tracking of AYE candidates;
- The support and information given to line managers and newly qualified staff; and
- Governance and quality assurance arrangements.

6.2 Although the returns are based primarily on the first year of implementation, Trusts were largely positive that the aims of the policy are being met and that the policy has improved the supervision and support for newly qualified staff.

6.3 While Trusts faced a range of pressures and challenges during the first year of implementing the AYE policy, all have taken the opportunity to build on existing good practice. The reforms in Children Services provided additional impetus to Trusts to put in place structures, policies and procedures to support all staff working on the frontline, including newly qualified entrants. These new arrangements have both supported and reinforced the AYE policy requirements and, in some instances, have helped promote consistency in requirements through policy and guidance. There are excellent examples of some Trusts imaginatively using the new arrangements to support AYE staff. The continued rollout of the reforms in Children's Services should further support good practice and regional consistency in the supervision and support for staff.

6.4 The publication of the Toner Report (June 2008) underscored the necessity of ensuring that appropriately qualified, trained and experienced staff are engaged in Family and Childcare practice and that these staff are managed, supported and trained in their work to ensure standards of quality and safety are maintained. Implementation of this AYE policy is an important element in ensuring strong professional supports for social workers from point of entry into the workforce and throughout their careers across all Programmes of Care.

## **7 Recommendations**

1. All Trusts should establish formal feedback mechanisms for both AYE staff and line managers/supervisors as part of their quality assurance and audit processes and this feedback should be reflected in subsequent reviews.
2. Trusts must ensure information and support is provided to all Line Managers of AYE personnel, regardless of where they are working.
3. All AYE staff, including those on temporary contracts, should be offered appropriate opportunities for professional development as set out in the AYE Circular.
4. Employers should ensure all AYE staff have a PDP in place in line with the PSS Development and Training Strategy 2006 – 2016 strategic target. The PDP should build on the individual learning plan that accompanies the student from their qualifying training into the AYE (NISCC Practice Learning Requirements, June 2003).
5. The principles and standards of the regional supervision policy should be applied consistently to all AYE staff across all Programmes of Care.
6. The NISCC will work with Trusts to develop guidance to address standardisation of evidence and improve regional consistency.
7. Trusts should develop action plans, with time scales, to address issues identified through the audit process. In particular, Trusts should ensure consistency of arrangements across their individual Trust area. Progress on addressing identified issues should be reported on in the subsequent annual review report.
8. DHSSPS Guidance on caseload management HSS (OSSGUIDE/RIT) 1-2008 should be used to assist in workload management for AYE staff.

## Annex 1



# ASSESSED YEAR IN EMPLOYMENT REVIEW QUESTIONNAIRE TO EMPLOYERS

## PART 1 EMPLOYMENT INFORMATION

In this section please give information on all staff employed subject to the AYE up to 31 December 2007.

1. How many staff subject to the AYE has your organisation employed in the first two years of the scheme?

- (a) June 2006 - June 2007 (Year 1) \_\_\_\_\_  
(b) June 2007 – 31 December 2007 (Year 2 to date) \_\_\_\_\_

2. With which client group and in which settings were/are they employed? Give numbers for each year. If the staff member worked in more than one team/setting, place them in the team/setting where they spent most time.

<b>Client group</b>	<b>2006/7</b>	<b>2007/8</b>
Children and Families <sup>2</sup>		
Initial assessment team (Gateway team)		
Other		
Older people		
Mental health		
People with physical disabilities		
Physical health		
Sensory disability		
Learning disability		
Other (please specify)		
<b>Job setting</b>	<b>2006/7</b>	<b>2007/8</b>
Fieldwork		
Residential care		
Day care		
Community development		
Hospital		
Other (please specify)		

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<sup>2</sup> It would be helpful to know if AYE staff are working in initial assessment teams. Please give this information if it is available otherwise give a total in the children and families box.

3. How many were/are employed on a temporary basis through a recruitment agency?

2006/7 \_\_\_\_\_  
2007/8 \_\_\_\_\_  
Don't know \_\_\_\_\_

4. Were/are all new social work graduates employed in posts which require a social work qualification?<sup>3</sup> YES  NO

If 'no', please give details of the number of staff and which posts they were employed in.

5. Were/are all social work graduates employed in posts where they had, or have, the opportunity to practise the 6 key social work roles? If not please give details of how access to the full range of social work practice was/is being facilitated.

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<sup>3</sup> This is to differentiate between social work posts which require a social work qualification and social care posts which specify a social work qualification as one of a list of appropriate qualifications eg senior care assistant.

## **PART 2 AYE SYSTEMS**

### **6 HR Systems**

Does your organisation have HR systems in place to track the progress of new social work graduate entrants? YES  NO

Please give details.

### **7 Feedback**

Does your organisation have feedback mechanisms in place regarding the operation and effectiveness of the AYE policy in supporting newly qualified social workers as they enter the workforce? YES  NO  DON'T KNOW

Have you collected feedback from:

- a the newly qualified social worker YES  NO
- a. the line manager YES  NO

Has the feedback been analysed and collated? YES  NO

If 'yes', please provide a copy of the report.

## **PART 3 TRAINING, SUPERVISION, SUPPORT & GOVERNANCE**

### **8 Information/guidance for Line Managers**

What information/guidance is provided by your organisation for line managers who supervise AYE staff (please tick as appropriate)

- a NISCC Guidance documents
- b HPSS Circular
- a. Employer guidance (please attach)
- b. Employer workshops
- c. Individual advice/mentoring
- d. Resource materials (please specify)
- e. Other (please specify)....

### **9 Induction**

Do all AYE staff receive induction according to your organisation policy?

YES  NO  DON'T KNOW

Are there specific arrangements for the induction of AYE staff?

YES  NO  DON'T KNOW

If 'yes' please attach or provide details.

### 10 Training and development

Does your organisation provide any specific training or development opportunities for AYE staff only? YES  NO

If 'yes' please provide details.

Did/do all AYE staff have a personal development plan in place?

YES  NO  DON'T KNOW

### 11 Supervision

Does your organisation have a policy on supervision? YES  NO

Does this policy make provision for AYE staff specifically? YES  NO

If 'yes', please attach or provide details

Does this policy apply to temporary staff in their AYE year? YES  NO

If 'no' please state what supervision is provided for temporary staff.

How many AYE staff are/were supervised by an off site supervisor (where the Line Manager is not a registered social worker)?

\_\_\_\_\_

### 12 Governance

Who is responsible for overseeing the implementation of the AYE policy in your organisation?

Please give job title . \_\_\_\_\_

Is information about the operation of the AYE shared with senior management?

YES  NO

If 'yes' please provide details.

Is there an appeals policy in place for AYE staff? YES  NO

If 'yes' please attach or provide details.

Have there been any appeals? If 'yes' please provide details.

#### **PART 4 EVIDENCE AND STANDARDISATION**

**This part relates to the 2006/07 cohort who have completed the AYE**

Please enclose any documentation relevant to the questions below

##### **13 Performance appraisal**

What criteria was used to assess successful completion of AYE ?

What evidence was required?

Was guidance provided to supervisors on assessment criteria and the evidence required? YES  NO

If yes please attach.

Was guidance provided to AYE staff on assessment criteria and evidence required? YES  NO

If 'yes' please attach.

**14 Quality Assurance and Monitoring**

Did the organisation sample 25% of performance appraisals? YES  NO

Please give details of how sample was selected, the criteria used to review the sample and who undertook the sampling.

Was a record kept of the process and outcomes? YES  NO

Please attach the outcome of the sampling process and any recommendations.

**PART 5 IMPACT OF AYE POLICY**

15 Has the AYE policy (Circular HSS (SSI) AYE 1/2005) had an impact on the organisation's arrangements to support new social work graduates as they enter the workforce? YES  NO

Please comment.

16 Has the policy had an impact on the line manager's supervision and appraisal of newly qualified social workers? YES  NO

Please comment.

17 Overall, does successful completion of the AYE provide employers with greater assurance that newly qualified social workers are competent to practice?

YES  NO

Please comment.

18 Please add any suggestions for improvement to:

(i) The arrangements for the AYE in your organisation

(ii) the guidance issued by the NISCC

19 Any other comments

PLEASE RETURN THIS QUESTIONNAIRE BY **15TH APRIL 2008** TO ALISON  
KAVANAGH AT THE NISCC