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# People management and leadership in social care

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# Session outline

**People management**

**Leading practice development programme**

**Learning organisations resource pack**

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# People management issues



# Top ten people management issues

1. **Planning services around needs of users**
2. **Attracting a more diverse workforce**
3. **Effective leadership**
4. **Induction of new starters**
5. **Direct payments**
6. **Attracting young people into the workforce**
7. **Monitoring leavers and reasons for leaving**
8. **Selection methods**
9. **Addressing poor performance**
10. **Effective supervision**

# SCIE and people management

- People working in social care want to make a difference
- Increasing evidence that good people management promotes psychological wellbeing and job satisfaction
- Good people management improves recruitment and retention
- Good people management is crucial to outcomes in services

# SCIE and people management

- Central to quality and changing the way services are provided
- Designed to serve employers, team members, staff representatives, carers or service users
- Guided by a steering group consisting of experts in HR, people working in social care services and national social care organisations

# SCIE and people management

- Launched in September 2005
- About the whole social care sector
- Aim to produce a resource which is comprehensive, practical and easy to use



# What does the website cover?

- Business strategy and planning
- Workforce planning
- Recruitment and retention
- Selection and interviewing
- Employment contract
- Employment policies
- Induction

# What does the website cover?

- Administration and records
- Performance management
- Workforce development
- Employee relations
- Health and safety
- Ending employment

# People management website – how does it work?

Complete an audit to assess your organisation's performance at every stage



Get your score and an assessment



Directed to relevant resources to help you improve your practice in that area



Register with website and save your completed audits, reviewing your progress over time

# Self-assessment

Below  
Statutory  
minimum

Statutory  
minimum

Developing  
good practice

Continuous  
improvement



**RED**

**YELLOW**

**GREEN**

# Example questionnaire recruitment and retention

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## Recruitment and retention

[Audit home](#) > **Recruitment and retention**

Please select your answers to the questions below. Questions marked with an asterisk (\*) and highlighted must be answered before you can move on to the next page. Click on 'clear' at the bottom of the page to clear your selections and start the page again.

You are on page 1 of 4 and viewing questions 1 to 5

### Recruitment policy

1. A recruitment policy explains how an organisation attracts and selects potential employees.

Do you have an up-to-date recruitment policy? \*

- No
- Yes, but it has not been reviewed in the last 12 months
- Yes and it has been reviewed recently

2. Does the recruitment policy address the following issues? Tick all that

# Recruitment and retention questions

- Do you have an up-to-date recruitment policy?
- Do you plan each recruitment process?
- What does your plan include?
- Are service users involved in recruitment?
- What do you do to increase diversity?

# Are service users and carers involved in the recruitment and selection process?

- No
- Yes, they are involved in the interview and selection process.
- Yes, they are actively involved at both the early stages of the process e.g. job design as well as the interview and selection stage

In which of the following ways do you involve service users and represent their rights? (please tick all that apply)

- ✓ Reviewing job descriptions to reflect service user rights
- ✓ Deciding on the qualities the person needs to do the job
- ✓ Training and supporting service users to be part of the recruitment process.
- ✓ Reflecting the rights of service users in the job advertisement.
- ✓ Briefing recruitment agencies.

# Example results



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## Recruitment and retention

[Audit home](#) > **Recruitment and retention**

### Finished

Well done, you have now finished the audit **Recruitment and retention**.

### Your score

You have scored **48** - Yellow - for this audit.

In progress. Your recruitment practices have some way to develop, although the basics are in place. You are missing out on opportunities to recruit and retain a more capable workforce. Check through your answers in detail and draw up an action plan.

You may find the following documents useful which have been selected from our **information directory** :-

- ➔ [Retention : best practice](#)
- ➔ [Retention: procedures](#)
- ➔ [View this document - retention checklist](#)
- ➔ [Tips on writing your ad](#)



# People Management Network

- A national network to support and promote exchange of good practice
- Over 300 organisational members
- No membership fee
- Join online at

[www.scie-peoplemanagement.org.uk](http://www.scie-peoplemanagement.org.uk)

# Leading Practice - a development programme

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# What is the Leading Practice Development Programme?

- Vital role played by first-line managers as leaders of practice.
- Enables first-line managers to develop their leadership and practice skills through learning together in the workplace.
- The key principles are based on: “The Management of Practice Expertise”
- 12 x three and a half hours sessions

# Resources

- CD format
- Participants handbook
- PowerPoint / OHP slides
- Facilitators preparation guide
- Facilitator's handbook

# Programme sessions

1. Introduction to the programme
2. Working as a group
3. Systems thinking
4. Learning in the team
5. Team tasks and skills
6. Working with distress
7. Stress or distress?
8. Supervision
9. Service user participation
10. Management information
11. Informed decision making
12. Observing practice and further work

# SESSION 1 - The role of the first-line manager

- **Keystone of the organisation**
- **Manager of practice**
- **Expert practitioner**
- **A leader, educator and model**
- **Your team is the service**

# SESSION 3 – PROGRAMME

## Systems thinking

### Focus of the session

This session will:

- draw on material that may already be familiar to you from your social work training
- use systems thinking as a problem-solving approach to organisational difficulties
- look at the 'learning organisation's' contribution to managing change.

'Reporting back' is a discussion to begin each session and is an account of the work undertaken by first-line managers as agreed by them at the end of the previous session. It may be useful to invite relevant senior managers to attend a 'Reporting back' discussion.



### Exercise 1: Reporting back 1 hour

In the last session you were asked to think about a change you wanted to make or you are in the process of making with your team. It should be a change you are in control of and have the authority to make. Give a brief presentation of the change with your team identified at the end of Session 2.

You will need to judge time adjustments depending on the size of the group or the content of the discussion. For example, your particular local context, concerns and characteristics may mean that you spend extra time on a particular session. However, this would indicate that



### Exercise 2: Presentation 30 minutes

This presentation is about systems thinking. Please refer to the supportive material for Session 3.

Acknowledge that participants may have prior knowledge of systems theory through direct work with families. They can transfer and adapt this knowledge to managing the team and the wider organisation. A link can be made to the concept of the learning organisation. Refer to the supportive material.

The supportive material gives a very brief outline of the development and adaptation of systems theory within the social sciences and its adaptation to large work groups.

# Self assessment resource pack on learning organisations

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# About the pack

- Designed to give you information about learning organisations and informed decision making
- Aims to help you ascertain if your organisation is a learning organisation
- Provide guidance on how to move towards a learning culture in your organisation
- Resource for everyone

# Key characteristics of a social care learning organisation

- **Structure**
- **Organisational Culture**
- **Information Systems & Communication**
- **Human resource practices**
- **Leadership**

# KEY CHARACTERISTIC: ORGANISATIONAL CULTURE

## **Learning organisations:**

- **have strong cultures that promote openness, creativity, and experimentation among members**
- **encourage members to acquire, process and share information**
- **nurture innovation and provide the freedom to try new things, to risk failure and to learn from mistakes**

## A few questions ...

- **Does the organisation have a written accessible statement about its values, goals and objectives which everyone can access?**
- **How does the organisation ensure everybody understands and supports them?**
- **Does day-to-day practice really link to the stated goals, values and beliefs?**
- **How do service user views influence beliefs? Is there a culture of genuinely working with service users?**
- **How are difference and conflict dealt with and managed?**

# And finally....

- All resources are free of charge
- Part of a programme of improving people management practices
- Tailored to the requirements of social care and will help with inspection

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