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Manage and develop yourself and your workforce within care services



Overview

This standard identifies the requirements when taking responsibility for your own and others continuing professional development. It includes the use of workforce development, supervision and performance reviews to manage the improvement of individual performance and that of the service provision.

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Performance criteria

Take responsibility for your continuing professional development in a leadership and management role

You must be able to:

- P1 evaluate the knowledge, understanding and skills required to carry out your job role
- P2 **critically evaluate** how well your knowledge, understanding and skills match those required
- P3 critically evaluate own **leadership** and **management** style
- P4 with **support**, reflect on your leadership and management style, knowledge, understanding and skills
- P5 with support, reflect upon how your life experiences and **personal beliefs** may affect your work
- P6 use current literature, theory, research, enquiries and reports to inform own practice and learning and development needs
- P7 seek feedback from individuals, key people and others about your leadership and management style, knowledge and practice
- P8 reflect upon own practice to identify actions that have supported positive outcomes and actions that have hindered the achievement of positive outcomes
- P9 analyse feedback from **individuals, key people** and **others** and reflections upon own practice to identify strengths and learning and development needs
- P10 draw up a personal and professional development plan to address your learning and development needs
- P11 source **development opportunities** that will meet your own identified learning and development priorities
- P12 implement your **personal development plan** through accessing development opportunities
- P13 use support to continuously develop leadership and management practice
- P14 reflect on how well development activities have met your personal and professional learning needs
- P15 critically evaluate with individuals, key people and others how your leadership and management style, knowledge and practice has been affected by development activities
- P16 keep up to date records of your personal and professional development in line with legal and work setting requirements

Lead and manage the continuing professional development of workers through supervision and performance reviews

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You must be able to:

- P17 implement systems, procedures and practices for supervision and performance reviews in the context of legislative, regulatory and organisational requirements
- P18 ensure that written agreements for supervision and performance reviews are in place for all workers
- P19 ensure that workers are clear about their roles, responsibilities and accountabilities
- P20 ensure that workers are clear about how their work contributes to the achievement of positive outcomes
- P21 ensure that records from supervision and performance reviews are accurate and completed within agreed timescales
- P22 gather information from individuals, key people and others about the practice of workers
- P23 use observations of workers to assess their knowledge, understanding and practice
- P24 use evidence from observations and information gathered to assess workers against their defined roles and responsibilities
- P25 create a positive environment that supports exchange of information and constructive feedback within supervision and performance reviews
- P26 provide constructive feedback to workers on their knowledge, understanding and practice
- P27 use supervision and performance reviews to support workers to reflect on their knowledge, understanding and practice
- P28 use supervision and performance reviews to agree actions, timescales and targets with workers
- P29 use supervision and performance reviews to monitor and evaluate the achievement of targets and actions with workers
- P30 use supervision and performance reviews to support workers to identify areas for their learning and development
- P31 draw up a personal and professional development plan with workers to meet their learning and development needs
- P32 support workers to reflect on how well development activities have met their personal and professional learning needs
- P33 lead practice that encourages workers to take personal responsibility for their own continuing professional development
- P34 support workers to review and manage their workloads
- P35 support workers to adapt to change
- P36 support workers to access specialist supervision, support or advice where needed
- P37 reflect on own practice in supervising and reviewing the performance of workers

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Lead and manage continuous improvement in the service provision

You must be able to:

- P38 review the effectiveness of systems, procedures and practices for continuous improvement in the service provision
- P39 identify the changes and resources required to improve systems, procedures and practices for continuous improvement in service provision
- P40 use current literature, theory, research, enquiries and reports to support the improvement of service provision
- P41 assess how the practice of workers contributes to the improvement of service provision
- P42 use constructive feedback to improve the practice of workers
- P43 ensure that the positive contribution of workers to the improvement of service provision is recognised and valued
- P44 develop a culture that supports innovation, creativity and change
- P45 act as a positive role model for innovation, creativity and change
- P46 access resources to support the continuing professional development of workers
- P47 use delegation of specific tasks to support the development of workers
- P48 critically evaluate how continuing professional development activities have contributed to the improvement of the service provision
- P49 share information about continuing professional development activities that have contributed to the improvement of service provision

Lead and manage the enhancement of the quality and safety of your service provision through workforce development

You must be able to:

- P50 analyse the knowledge, understanding and skills of the current workforce
- P51 plan the development of the workforce to meet identified gaps in knowledge, understanding and skills and future needs
- P52 provide development opportunities to support the safe and effective practice of workers
- P53 provide development opportunities to support workers to prepare for new roles and responsibilities
- P54 provide access to additional support to workers who do not feel able to carry out any aspect of their work
- P55 critically evaluate situations that may lead to conflicts, increased pressures or crises
- P56 intervene to prevent escalation of situations that may lead to conflicts, increased pressures or crises
- P57 reflect upon the effects of stress on self and others' practice

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- P58 challenge poor practice in ways that promote the use of **evidence based practice** to safeguard individuals and enhance their well being
- P59 assess workers' use of anti-discriminatory practice
- P60 ensure that individuals, key people and others understand the code of practice that applies and how it is used to support best practice in care services
- P61 ensure that individuals, key people and others know how to challenge and report poor or unsafe practice
- P62 critically evaluate systems, processes and practices that support the quality and safety of the service provision through workforce development
- P63 prioritise own and others' workloads to meet present and future needs of the service provision
- P64 manage the allocation of resources to meet the present and future needs of the service provision

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Knowledge and understanding

You need to know and understand:

Rights

- K1 legal and work setting requirements on equality, diversity, discrimination and rights
- K2 your role in developing and maintaining systems, procedures and practices which promote individuals' rights, choices, wellbeing and active participation
- K3 your duty to report any acts or omissions that could infringe the rights of individuals
- K4 how to **critically evaluate** and take informed action against discrimination
- K5 the rights that individuals have to make complaints and be supported to do so
- K6 how to ensure that individuals are informed about the service they can expect to receive
- K7 your role in developing and maintaining systems, procedures and practices which ensure that individuals have access to information about themselves in a format they can understand
- K8 conflicts and dilemmas that may arise in relation to rights and how to address them

Your practice

You need to know and understand:

- K9 legislation, statutory codes, standards, frameworks and guidance relevant to your work, your work setting and the content of this standard
- K10 your own background, experiences and beliefs that may have an impact on your practice
- K11 your own roles, responsibilities and accountabilities with their limits and boundaries
- K12 the roles, responsibilities and accountabilities of others with whom you work
- K13 how to access and work to procedures and agreed ways of working
- K14 the meaning of person-centred/child centred working and the importance of knowing and respecting each person as an individual
- K15 the prime importance of the interests and well-being of the individual
- K16 the individual's cultural and language context
- K17 how to build trust and rapport in a relationship
- K18 how your **power and influence** as a leader and manager can impact on relationships
- K19 the role of independent representation and advocacy for individuals

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- K20 how to work in ways that promote active participation and maintain individuals' dignity, respect, personal beliefs and preferences
- K21 how to work in ways that achieve positive outcomes for individuals
- K22 how to manage resources to deliver services that meet targets and achieve positive outcomes for individuals
- K23 how to distinguish between **outputs** and **outcomes**
- K24 how to work in partnership with individuals, key people and others
- K25 how to identify and manage ethical conflicts and dilemmas in your work
- K26 how to challenge and address poor practice
- K27 how to address concerns and complaints
- K28 how and when to seek support in situations beyond your experience and expertise
- K29 the nature and impact of **factors that may affect the health, wellbeing and development of individuals** you care for or support
- K30 theories underpinning our understanding of human development and factors that affect it

Personalisation and resources

You need to know and understand:

- K31 how to critically evaluate evidence and knowledge based theories and models of good practice about empowerment and citizen directed services
- K32 how to identify and promote the potential of individuals to use their personal strengths and resources to achieve change
- K33 the value and role of family networks, communities and groups in achieving positive outcomes, and ways to develop them
- K34 the nature of **personalisation** and personalised services, including self directed support
- K35 the range of resources available within informal networks, within the wider community, through formal service provision and through innovation
- K36 how assistive technology can be used to support the independence of individuals
- K37 how to lead, manage and support others to plan, deliver and review personalised services with individuals

Continuing professional development

You need to know and understand:

- K38 principles of reflective practice and why it is important
- K39 your role in developing the professional knowledge and practice of others
- K40 how to promote **evidence based practice**

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- K41 methods of managing performance to meet targets and achieve positive outcomes
- K42 how to assess performance
- K43 how to provide constructive feedback to others on their practice and performance
- K44 how to address performance that does not meet required standards
- K45 how to use supervision to support the practice and performance of others
- K46 how to use appraisal to support the practice and performance of others
- K47 systems, procedures and practices for managing workloads
- K48 methods for delegating work

Communication

You need to know and understand:

- K49 factors that can affect communication and language skills and their development in children, young people or adults
- K50 methods to promote effective communication and enable individuals to communicate their needs, views and preferences
- K51 factors that can affect communication within and between organisations
- K52 methods to promote effective communication within and between organisations

Health and Safety

You need to know and understand:

- K53 legal and statutory requirements for health and safety
- K54 your work setting policies and practices for monitoring and maintaining health, safety and security in the work environment

Safe-guarding

You need to know and understand:

- K55 legislation and national policy relating to the safe-guarding and protection of children, young people and adults
- K56 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K57 indicators of potential harm or abuse
- K58 how and when to report any concerns about harm or abuse, poor or discriminatory practice, resources or operational difficulties
- K59 what to do if you have reported concerns but no action is taken to address them
- K60 local systems and multi-disciplinary procedures that relate to safeguarding and protection from harm or abuse
- K61 how to support others who have expressed concerns about harm or

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abuse

Multi-disciplinary working

You need to know and understand:

- K62 the purpose of working with other professionals and agencies
- K63 the remit and responsibilities of other professionals and agencies involved in multi-disciplinary work
- K64 features of multi-disciplinary and interagency communication
- K65 how different philosophies, principles, priorities and codes of practice can affect partnership working

Handling information

You need to know and understand:

- K66 legal requirements, policies and procedures for the security and confidentiality of information
- K67 legal and work setting requirements for recording information and producing reports within timescales
- K68 principles of confidentiality and when to pass on otherwise confidential information
- K69 how to support the effective sharing of information to achieve positive outcomes for individuals
- K70 how to record written information with accuracy, clarity, relevance and an appropriate level of detail
- K71 how to use evidence, fact and knowledge-based opinion to support professional judgements in records and reports
- K72 how and where electronic communications can and should be used for communicating, recording and reporting

Leading and managing practice

You need to know and understand:

- K73 how to **critically analyse** theories about **leadership** and **management**
- K74 standards of practice, service standards and guidance relating to the work setting
- K75 national and local initiatives to promote the well-being of individuals
- K76 models of practice for the use of early interventions
- K77 lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K78 methods of supporting others to work with and support individuals, key people and others
- K79 how to lead and manage practice that achieves positive outcomes for individuals
- K80 methods of supporting others to recognise and take informed action

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- against discrimination
- K81 how to develop systems, practices, policies and procedures
- K82 how to implement, monitor and evaluate systems, practices, policies and procedures
- K83 how to promote the services and facilities of your work- setting
- K84 techniques for problem solving and innovative thinking
- K85 how to motivate others
- K86 how to critically evaluate evidence and knowledge based theories and models of good practice about change management
- K87 how to use change management techniques

Risk management

You need to know and understand:

- K88 how to critically evaluate principles and frameworks of risk assessment and risk management
- K89 principles of positive risk-taking
- K90 how to lead others to develop practice that supports positive risk-taking

Managing people

You need to know and understand:

- K91 legal and work-setting requirements for **employment practices**
- K92 internal and external governance arrangements for the work-setting
- K93 factors that can lead to pressures on the service, individual and team performance
- K94 how to manage time, resources and workload of self and others
- K95 how to manage team dynamics
- K96 how to create a culture that promotes openness, creativity and problem solving
- K97 how to create a culture that supports people to embrace change

Specific to this NOS

You need to know and understand:

- K98 different learning styles and how they impact on your own and others' ability to learn
- K99 how and where to access information, resources and support for your own and others' learning and development
- K100 continuing professional development requirements for you as a manager and your workers
- K101 theories and approaches for supervision, performance management and workforce development

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Additional Information

Scope/range related to performance criteria

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statements required for achievement of the NOS

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Development opportunities may include a blend of educational programmes, training activities, mentoring, coaching, shadowing, induction, supervision, guided reading, research, action learning sets, peer group discussions

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and those involved in the delivery of care services

The **individual** is the person you support or care for in your work

Key people are those who are important to an individual and can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship

Leadership is the ability to provide strategic direction and a sense of purpose. Effective leaders create a sense of trust, confidence and belief, inspiring people to adopt the values and behaviours they promote. They are innovative, creative and motivating

Management is the ability to set the operational direction and organise the effective running of the service provision to meet the overall service needs including ethical, legislative, regulatory and organisational requirements. Effective managers facilitate and organise resources in order to optimise the performance of others, allowing them to carry out tasks and achieve goals efficiently and effectively. They provide clarity and accountability that enable teams to meet their objectives

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Others are workers that you manage, your colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role

Personal beliefs may include beliefs about values, cultural norms, religious beliefs and opinions which you hold firmly

Personal development plan is a formal record of your areas of strength, areas for development, proposed learning opportunities and timeframes for achievement, developed in collaboration with a supervisor/mentor

Support may include formal and informal supervision, mentoring, peer support, tutor support, assessor support

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Scope/range related to knowledge and understanding

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statement required for achievement of the NOS.

All knowledge statements must be applied in the context of this standard.

In relation to all knowledge statements you need to know and understand the specified areas of knowledge and be able to critically apply the knowledge and understanding in your leadership and management practice

Critically analyse is to examine something closely such as a policy, procedure, theory, complex situation, problem or an approach to practice – identifying the parts or issues that contribute to the whole product, situation or idea and determining how these different parts affect the quality of the whole product or how the individual issues affect the overall situation

Critical analysis involves a weighing-up of the factors concerned, for their contribution of strengths / weaknesses or advantages / disadvantages of a product or in a situation. Critical analysis is part of the process of understanding issues and developing original and creative responses

Critically evaluate is to weigh arguments for and against something, assessing all evidence, this could relate to factors such as models of care service delivery, policy development, theories, approaches to practice

Critical evaluation requires a weighing up and making judgements on factors such as currency, relevance, validity, outcomes, cost, sustainability, risk, and fitness-for-purpose of a product or a service against other products, services or ideas, using relevant criteria to frame the evaluation and inform decision-making

Employment practices should include recruitment, performance management, disciplinary procedures, grievance procedures

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and those involved in the delivery of care services

Factors that may affect the health, wellbeing and development may include adverse circumstances or trauma before or during birth; autistic spectrum disorder; dementia; family circumstances; frailty; harm or abuse; injury; learning disability; medical conditions (chronic or acute); mental health;

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physical disability; physical ill health; poverty; profound or complex needs; sensory needs; social deprivation; substance misuse

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Management is the ability to set the operational direction and organise the effective running of the service provision to meet the overall service needs including ethical, legislative, regulatory and organisational requirements. Effective managers facilitate and organise resources in order to optimise the performance of others, allowing them to carry out tasks and achieve goals efficiently and effectively. They provide clarity and accountability that enable teams to meet their objectives

Outcomes are the changes or differences that individuals or care services are trying to achieve. Hard outcomes are changes that are clear and obvious, or those that involve a visible change in people's behaviour or circumstances. Soft outcomes are changes that are less easy to observe and measure, or those that involve more subtle changes inside people such as a change in someone's attitude, sense of well-being or how they see or feel about themselves

Outputs are the tangible products, services or facilities that are a result of organisational activities or the activities of those involved in the delivery of the service provision. Outputs may be used to achieve outcomes

Personalisation can be defined as 'changing the power balance so that each person really does have choice and control over the care services that they want. From being a recipient of services, individuals become involved in selecting and shaping the services they use'. Personalisation is a social care approach that encompasses citizen-directed support; self-directed support; the use of direct payments or personal budgets; the provision of accessible information and advice on care and support and the promotion of independence and self-reliance amongst individuals and communities

Depending on how it is used the **power and influence** of leaders and managers may have either a positive or negative effect upon relationships

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Values

Adherence to codes of practice or conduct where applicable to your role and the principles and values that underpin your work setting, including the rights of children, young people and adults. These include the rights:

- To be treated as an individual
- To be treated equally and not be discriminated against
- To be respected
- To have privacy
- To be treated in a dignified way
- To be protected from danger and harm
- To be supported and cared for in a way that meets their needs, takes account of their choices and also protects them
- To communicate using their preferred methods of communication and language
- To access information about themselves

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Developed by Skills for Care and Development

Version number 1

Date approved January 2013

Indicative review date January 2016

Validity Current

Status Original

Originating organisation Skills for Care and Development

Original URN LMCA1

Relevant occupations Health and Social Care; Managers and Senior Officials; Health and Social Services Officers; Childcare and Related Personal Services;

Suite Leadership and Management in Care Services

Key words Continuous professional development; supervision; performance review; workforce development; learning; positive outcomes for individuals