

Here are some points that you need to consider. You should have included these in your reflective activity.

- You are doing the right thing by suspending Mary pending an investigation to determine her suitability for the post. During this investigation you need to take responsibility for the mistakes you have made. You might find that your suitability to be a social service manager is called into question.
- You have a duty to support residents who make a complaint and to protect their rights. You are doing the right thing by putting the resident first but you should have acted sooner to prevent this situation arising. Accepting Mary's assurances and initially allowing her to work with a buddy and then unsupervised put residents at risk from harm.
- As a social service manager you have a duty to make sure people are suitable to enter the workforce. The SSSC Code of Practice for Social Service Employers states that you should check criminal records and other relevant registers before confirming appointments. When you allowed Mary to start work before the necessary checks were complete you were not meeting the standards expected of a manager.
- You should discuss your mistakes with your manager and take steps to make sure this does not happen again. You should identify any training needs you have and act on these. You need to revise your recruitment process and have a robust system to make sure all employees complete the necessary checks before they start.
- You need a better understanding of what the PVG scheme is for and the importance of engaging with it correctly. You should spend time researching the available information and learning resources that explain the PVG scheme.
- You also need to review how you plan for and deal with staff shortages. Ask for guidance on this from your manager, HR advisor, Care Inspectorate officer or Disclosure Scotland.

When Mary was selected for the job, you should have told her that she could not start work until you had received her PVG record.